CALGARY DOWNTOWN FESTIVAL MARKETPLACE STUDY

with funding provided by
Alberta
DEPARTMENT OF HOUSING
Innovative Housing Grants Program

CALGARY DOWNTOWN FESTIVAL MARKETPLACE STUDY

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The views and conclusions expressed and the recommendations made in this report are entirely those of the author and should not be construed as expressing the opinions of the Alberta Department of Housing.

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FOREWORD

This study was made possible with funding provided by the Innovative Housing Grants Program of the Alberta Department of Housing. Originally conceived in 1978, the Program is intended to encourage, sponsor, and assist research and development in the fields of housing, site and subdivision design, energy conservation, site servicing and building product development. Generally, the aims of research funded by the Innovative Housing Grants Program are to reduce housing costs, increase the supply of appropriate housing or improve the utility or performance of dwelling units or subdivisions.

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Innovative ideas come from a wide variety of applicants such as builders, developers, consulting firms, industry associations, municipal governments, educational institutions, non-profit groups and individuals. As the type of project and level of resources vary from applicant to applicant, the resulting documents are also varied.

Please send comments and suggestions or requests for further information to:

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EXECUTIVE SUMMARY

Objective of the Project

The key objective of the project has been to stimulate discussion and ultimately interest by developers, government and the citizens of Calgary in the development of a festival style marketplace in downtown Calgary.

A major premise of the study is that the core of downtown Calgary currently lacks dynamism and excitement primarily because adequate facilities and activities do no exist which attract people for other than work related functions.

It is a hypothesis of this study that a major downtown festival style marketplace would contribute enormously to the public attraction and appeal of the city core.

Methodology of Study

Information gathering and analysis has been carried out in the following manner:

- literature review of existing major North American marketplaces;
- sites visits and eclectic analysis of four American and three Canadian marketplaces;
- interviews and discussions with marketplace officials, City of Calgary officials, potential developers and selected Calgarians;
- analysis of marketplaces visited;
- review of Calgary's development history since 1950; and
- formulation of hypotheses and recommendations respecting the establishment of a downtown marketplace district in Calgary.

Unless otherwise mentioned, due to time and budget constraints, the author has generally relied on eclectic data gathering methods as a means of formulating various hypotheses and recommendations. The recommendations presented generally include only very preliminary cost projections.

Key Issues and Findings

There are several potential benefits of a downtown festival marketplace in Calgary:

- provide jobs for the construction industry and related professions;

- provide jobs for small owner-operated businesses;

- provide potential stimulation for development on adjacent sites, i.e. residential, hotel, retail, commercial;

- increase tax base of City;

- increase use of the Stephen Avenue Mall retail district; and

- increase the attractiveness of the City to tourists as well as new desirable businesses contemplating relocating or establishing in Calgary.

Recommendations/Conclusions

Following is a list of recommendations and conclusions concerning the establishment of a Calgary festival marketplace district:

- that the city-owned Eau Claire Bus Barns site is the most suitable downtown marketplace location;

- that public sector involvement should be considered in at least two key areas:

    * Acquisition of the Greyhound site by the Government of Canada for a future use compatible with the marketplace such as a science and technology center, '88 Olympic Games media housing, an aquarium, an Alberta Innovation Center, etc.

    * Construction of a three to four acre man-made lagoon adjacent to the marketplace buildings and funded by the Province of Alberta;

- that a private developer be responsible for building new premises and/or recycling of the Bus Barns buildings (estimated cost $25 million) and all management and operations of the festival marketplace; and

- that the City of Calgary retain ownership of the Bus Barns land and lease it to a successful developer selected by a "proposal call".

1.0 INTRODUCTION

1.1 Purpose of the Study

The study will examine several issues related to the establishment of a major festival style marketplace in downtown Calgary.

The key purpose of the study is to act as a catalyst to stimulate discussion and interest by developers, government, potential tenants and the citizens of Calgary concerning the development direction of downtown Calgary.

1.2 Statement of the Problem

The study was motivated largely by a concern that although Calgary has several positive features, it unfortunately lacks a downtown with strong public appeal, particularly in comparison to other key North American cities. There is a noticeable lack of "dynamism" and "excitement" in the core of the city particularly during evenings and on weekends. Dynamism and excitement in the context of describing a downtown could best be defined as the intense interaction of people on a regular basis in a work, social, cultural, retail, recreational, entertainment, educational and residential setting.

1.3 Brief Historical Perspective

Until recently several North American cities had experienced a decline in the use of the downtown areas. However, in the past five years there has been a noticeable and significant resurgence of downtown activity. One development phenomenon which has had considerable success at attracting people has been the festival style marketplace. Early examples of these marketplaces include Faneuil Hall in Boston and Harborplace in Baltimore.

It is a key premise of this study that a major downtown marketplace developed in Calgary would make a significant contribution to the revitalization of the downtown core.

1.4 Scope, Focus, Research Methods and Limitations of the Study

The study is focused towards examining issues and making recommendations concerning the establishment of a downtown Calgary Marketplace. Information gathering and analysis has been carried out in the following manner:

- literature review of existing North American marketplaces;
- site visits to four American and three Canadian marketplaces;
- interviews and discussion with key marketplace personnel, City of Calgary officials, potential developers and selected Calgarians;
- analysis of marketplaces visited;
- review of Calgary's development since 1950; and
- formulation of hypotheses and recommendations respecting the establishment of a downtown marketplace district in Calgary.

Unless otherwise mentioned, due to time and budget constraints, the author has generally relied on eclectic data gathering methods as a means of formulating various hypotheses and recommendations. The recommendations presented generally include only very preliminary cost projections.

1.5 Organization of the Document

The document is divided into five chapters in addition to the Chapter One Introduction. A brief outline of the chapters is as follows:

CHAPTER TWO - RECENT DEVELOPMENT HISTORY OF CALGARY

Chapter Two deals briefly with the development history of Calgary since 1950. It goes on to provide a brief overview of certain development trends in common with other major North American cities. Finally the section deals with the recent development of festival style marketplaces in the heart of many larger North American cities.

CHAPTER THREE - REVIEW OF EXISTING MARKETPLACES

Chapter Three addresses, analyzes issues and draws conclusions respecting the development, management and operations of seven existing marketplace projects within the United States and Canada. Marketplaces in Vancouver, Seattle, Toronto, Ottawa, Baltimore, Boston and New York will be reviewed. Following is a list of issues which will be addressed with respect to each marketplace studied:

- General Information/Facility Design/Physical Requirements
- Services and Functions
- Demand and Utilization
- History/Development Strategy
- Ownership/Management/Operations
- Compatible/Incompatible Marketplace Uses and Adjacent Uses
- Economics of Development
- Impact of Facility

CHAPTER FOUR - ISSUES RELATED TO THE ESTABLISHMENT OF A CALGARY MARKETPLACE

Chapter Four analyzes common marketplace attributes based on the various site visits. Following from this analysis, general conclusions have been formulated with respect to the marketplaces studies. Relying on this information as well as on discussions with various City of Calgary officials, other government officials, potential developers and selected Calgarians, recommendations will be presented concerning the development of a Calgary based downtown festival style marketplace. The recommendations will address the following issues:

- Planning and Design Issues
- Development Strategies
- Management and Operations
- Financing Arrangements
- Impact of the Festival Market

CHAPTER FIVE - SITE SELECTION RECOMMENDATIONS

Chapter Five addresses general goals and objectives of a Calgary based festival marketplace. Following from this, a marketplace site is recommended based on the evaluation of six alternative sites. Three sites will be selected for preliminary conceptual design work.

CHAPTER SIX - SUMMARY/RECOMMENDATIONS

Chapter Six provides a brief summary of the key aspects of the report and in particular comments on the proposed recommendations concerning the establishment of a marketplace district in Calgary.

2.0 RECENT DEVELOPMENT HISTORY OF CALGARY

A brief historical review of Calgary's development in the past three decades can provide some valuable insight into why the present downtown situation exists as well as offering some insight into the future development direction of the city. The author believes that the relative lack of residential and people activities in the core, except as a place of work, have been as a result of two main factors - suburban growth since 1950 and the Calgary Boom Years 1976-1981.

2.1 Development History of Calgary: 1950-1976

To understand the impact of the suburbs on the inner city and the downtown one must first have a grasp on the reasons for the growth of the suburbs. Following is a list of key reasons explaining the growth of the suburbs after 1950:

- lands values decreased as one moved further from the city center--in this regard it was possible to purchase larger homes and lots in the suburbs as compared to the inner city or downtown--this condition appealed to Calgarians and was economically within reach;

- the automobile, reasonably priced fuel and paved roads made access to and from the suburbs convenient;

- Calgarians required larger homes to accommodate larger nuclear baby boom sized families; and

- single family, detached suburban homes offered people privacy and space--space to live, space to park cars, space to barbeque, etc. This same degree of spaciousness and privacy was not possible in the downtown.

Generally the residential alternative offered in the suburbs, given peoples' limited financial resources, was more attractive to Calgarians than what could be offered in the downtown or the inner city.

But the suburbs were not only where people lived. Soon a variety of activities and services followed people to the suburbs including retail, recreational, religious, educational and sometimes even cultural activities.

Certainly, if one reason could be given for the rise of various services and activities in the suburbs it would have to be 'convenience'. As a simple example why would someone bother

driving to the heart of the city particularly on weekends, if an enclosed shopping mall, offering the same goods and services with ample free parking was located in the suburbs. It is perhaps understandable why the generation that initiated the move to the suburbs supported this concept of convenience. After all it was this generation that grew-up with dirt roads, horse and buggy, and wood burning stoves. In other words a considerable amount of time was spent on labor intensive necessary chores. Thus it is not surprising that there was an attempt by society to develop ways to free up time so that people could spend more time involved in activities which they preferred as opposed to necessary survival chores.

It is also acknowledged that there were other reasons why various activities and services accompanied Calgarians move to the suburbs. Certainly religious, educational and recreational activities created a sense of community and belonging within various suburban neighborhoods. In addition this separation of the downtown business core from the suburbs perhaps offered persons working downtown the opportunity to disassociate themselves from their work environment. This physical separation could possibly allow the person to relax more readily when at home.

However as the activities and services offered in the suburbs increased there was a lack of growth or in some cases a decline in the level of goods and services offered in the downtown and the inner city. Generally it was a case of Calgarians no longer demanding a high degree of downtown activities and services.

2.2 The Boom Years: 1976-1981

In the midst of increasing suburban popularity came the Calgary Boom Years brought about by the energy industry. With the boom came a flurry of inner city demolition of older buildings and the construction of many new buildings. Once the dust had cleared and the skyline was no longer dotted with cranes it was possible to see what had been created. There can be no doubt that a lot of mostly square and rectangular highrises and almost as many pedestrian (+15) bridges were built. However the boom, if anything only managed to worsen the public appeal of the downtown. In other words Calgarians really have not had a good reason to use the downtown except as a place of work. In terms of the retail experience, the downtown actually has less to offer shoppers than most suburban alternatives. Because the stores and shops are substantially the same as those offered in the suburbs why go downtown?

Had Calgary not experienced such overwhelming construction activity during the boom years one wonders if things would have been different in terms of creating a downtown environment which attracted people. With the boom came skyrocking land prices--

land prices that forced developers to build projects quickly which would provide the best return on their investment. What this often translated to was high density commercial office buildings. As a consequence it seems that closing the next development deal or processing the next building permit was utmost in participant's minds as opposed to being overly concerned with creating a built environment which would be attractive to people.

The above review of Calgary's recent development history--particularly with respect to suburban growth is certainly not unique within the North American context. Most large urban centers have undergone a similar post World War II transition. Most larger urban centers experienced downtown and inner city decline in terms of public popularity and therefore use. However it is believed that particularly the downtown of Calgary is less appealing to people in comparison to several other North American cities (in particular major Canadian cities such as Vancouver, Toronto and Ottawa). It is hypothesized that this state of the downtown relative to other downtowns was aggravated by the Boom Years 1976-81. The tremendous volume of downtown construction has generally not created a built environment and/or the corresponding activities which tend to attract people to the core of the city.

2.3 Development History of Calgary: 1981-Present

Having made the above comments and observations concerning Calgary's development history prior to 1981 there is now some reason to believe that the city may be headed for some shifts in development direction. In particular there are growing signs which indicate that the inner city and to a lesser extent the downtown are beginning to attract people once again.

At least three development districts in Calgary tend to support the above observation which suggests that there is beginning to be a renewed interest by people in using the inner city and downtown.

Following is a list of the development districts in question:

1. The 17th Avenue S.W. and 10th Street S.W. district which includes Mount Royal Village

2. The Kensington Avenue and 10th Street N.W. district in Hillhurst Sunnyside

3. The Burns Building and the Center on the Stephen Avenue Mall.

Development districts 1 and 2 are classified as inner city while development district 3 is considered to be downtown.

Both districts 1 and 2 have witnessed a tremendous surge in public popularity in the past five years. Both districts consist of mostly renovated buildings with some new structures which consist primarily of restaurants and specialty retail shops (kitchen shops, book stores, coffee accessories, galleries, etc.). Both districts have also become popular residential areas where people have moved into rented accommodation and/or purchased older homes often for renovations purposes.

District 3 is rather unique in that it features two buildings, The Center and the Burns Building, which have the potential to attract people to the downtown for other than work related reasons. Although neither building is yet completed, the Center will be a performing arts complex while the Burns Building will offer retail goods and services at the ground and mezzanine level with commercial above. The Burns Building was saved from demolition by a dedicated group of Calgarians. It was a significant victory for those Calgarians who are interested in creating an appealing downtown. The Burns Building is a reminder of Calgary's past heritage. It has been suggested by some that the charm and character of the renovated building is a welcomed relief in a sea of often sterile and impersonal new highrises built during the boom years.

2.4 Brief North American Overview of City Development

The revitalization of downtown and inner city areas is not unique to Calgary. A review of several other major North American cities has indicated that particularly in the past eight years there has been a tremendous resurgence in the public popularity of the centers of cities. James Rouse, former Chairman and Chief Executive Officer of the Rouse Co. of Columbia Maryland, is perhaps the most well known participant and authority with respect to this subject. Rouse who has been been described as a "urban visionary"[1] believes that the growing popularity of the center of cities has been brought about not so much by a change of attitude but rather a change in demographics. Rouse points out that "it's sometimes overlooked that 65 percent of the households in the U.S. now have two people working and 50 percent have no children. These households find living in the center of the city more convenient, more stimulating, more appropriate to their lifestyles than living in the suburbs".[2]

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1 Damarest *Time* p. 36
2 Rouse, p. 3

A closer look at several North American cities has indicated that one particular phenomenon or event which has perhaps lead the way with respect to downtown revitalization has been the "festival marketplace", a phrase coined by James Rouse and various other participants involved in the development of the Faneuil Hall Marketplace in Boston. Since the successful opening of Faneuil Hall Marketplace in 1976, several other, so called, festival marketplaces have been developed in many U.S. cities.

3.0 REVIEW OF EXISTING MARKETPLACES

This chapter provides a review of seven marketplaces developments (based on site visits) throughout North America. The marketplaces have been reviewed to ascertain the following information:

- general information/facility design/physical requirements
- services and functions
- demand and utilization
- history/development strategy
- ownership/management operations
- compatible/incompatible marketplace uses and adjacent uses
- economics of development
- impact of the facility

3.1 GRANVILLE ISLAND MARKETPLACE

GENERAL INFORMATION/FACILITY DESIGN/PHYSICAL REQUIREMENTS

City

Vancouver, British Columbia

Metropolitan Population

1,268,183 (1981 census)

Type of Market

Public Market

Location

Inner city site situated on False Creek's west side, immediately under the Granville Street Bridge.

Site Area

39 acres

Number of Buildings

Approximately 40, including marketplace building

Marketplace Gross Leaseable Area

25,000 square feet

Date of (Re)Opening

Opening 1979

Other Major Facilities/Activities Located in the Marketplace District or Within Close Proximity (3 City Block Radius)

The Arts Club Theatre
Clayworks Pottery
The Granville Island Hotel
The Emily Carr College of Art
The Maritime Market
Pier 32
Western Engravers
False Creek Housing District

Marketplace Design Characteristics

Approximate date of original buildings - pre-1950.

Architectural character and design:

- Industrial warehouse type buildings which have now been recycled to accommodate their new uses.
- Common features of the buildings are corrugated metal roofing and siding, heavy timber and wood frame structural elements, exposed ductwork, and multi-paned industrial skylights.
- The public market building is L-shaped in design, with the interior organizational system consisting mainly of two, ten foot wide aisles, which are bordered on either side by merchants, with a central merchant strip serving both sides.
- The floors are smooth trowelled concrete and the lighting is provided principally by industrial style mercury vapour pendant fixtures - incandescent fixtures highlight various food displays.
- Ceiling heights in the public areas range from twelve to twenty-five feet.
- Each permanent merchant has his own storage space which is included as part of his leased stall.
- Mezzanine office space is situated over the permanent merchants stalls which occupy the perimeter areas of the main circulation artery.
- Street players are a common marketplace feature.

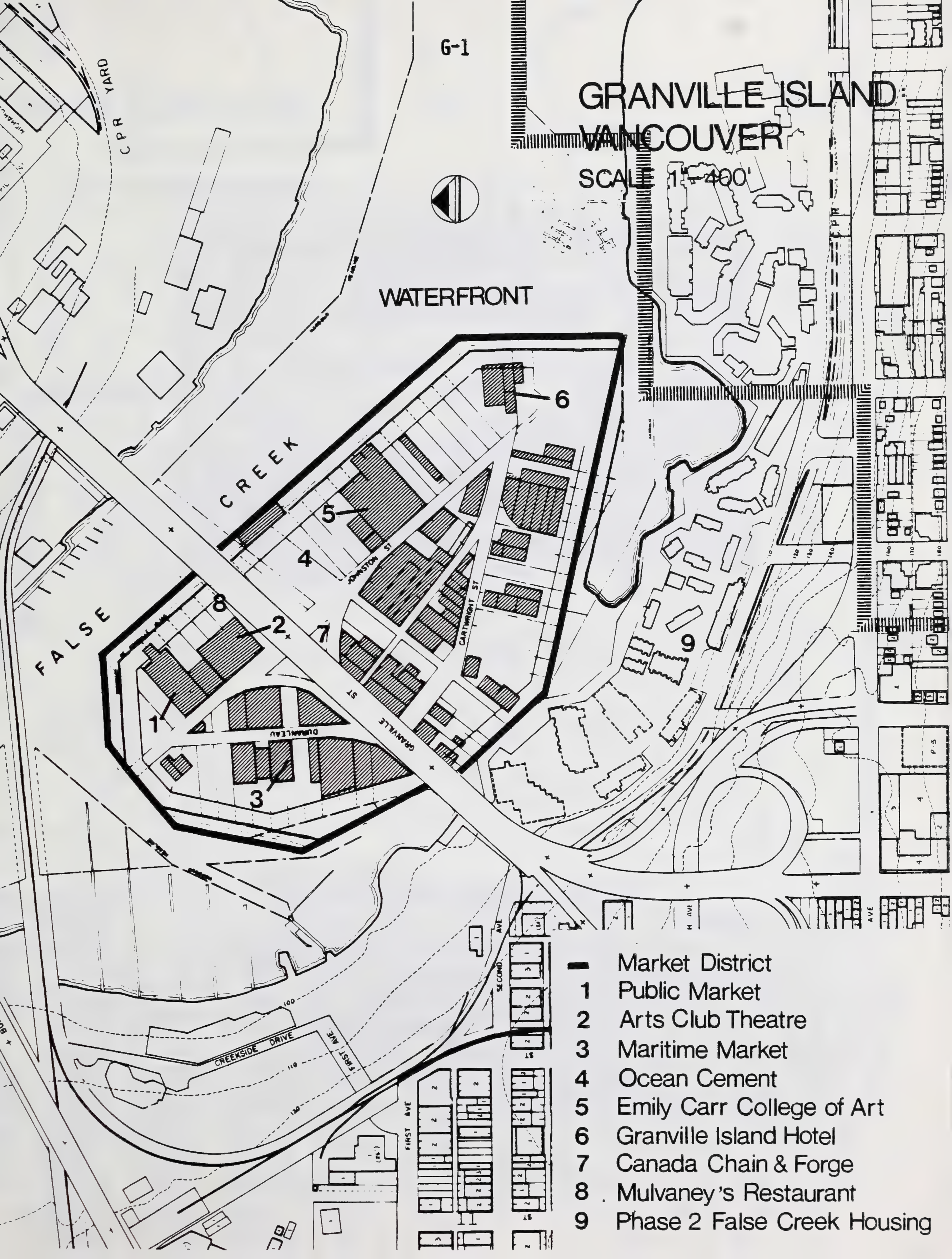
Brief Description and Number of Marketplace Businesses

Within the marketplace building there are approximately 42 permanent businesses and anywhere from 15 to 150 day table operators.

Goods offered for sale consist primarily of essential and specialty non-essential food products - fresh fish, meat, poultry, produce, baked goods, etc. Goods are generally displayed in their natural state without packaging.

There are approximately 60 other businesses located on the Island, including restaurants, a book store, craft shops, a jewellery shop, etc.

A cement company and a chain manufacturing company are also situated on the Island.


G-1
GRANVILLE ISLAND
VANCOUVER
SCALE 1"=400'
WATERFRONT
FALSE CREEK
CPR YARD
JOHNSTON ST
CARTWRIGHT ST
DURANLEAU
GRANVILLE ST
CREEKSIDE DRIVE
FIRST AVE
SECOND AVE
Market District
1 Public Market
2 Arts Club Theatre
3 Maritime Market
4 Ocean Cement
5 Emily Carr College of Art
6 Granville Island Hotel
7 Canada Chain & Forge
8 Mulvaney's Restaurant
9 Phase 2 False Creek Housing

G-2


GRANVILLE ISLAND
VANCOUVER
SITE PHOTOGRAPHS
CPR YARD
FALSE CREEK
JOHNSTON ST
CARTWRIGHT ST
DURANLEAU
GRANVILLE ST
CREEKSIDE DRIVE
FIRST AVE
SECOND AVE
THIRD
FOURTH AVE
SIXTH AVE
1
2
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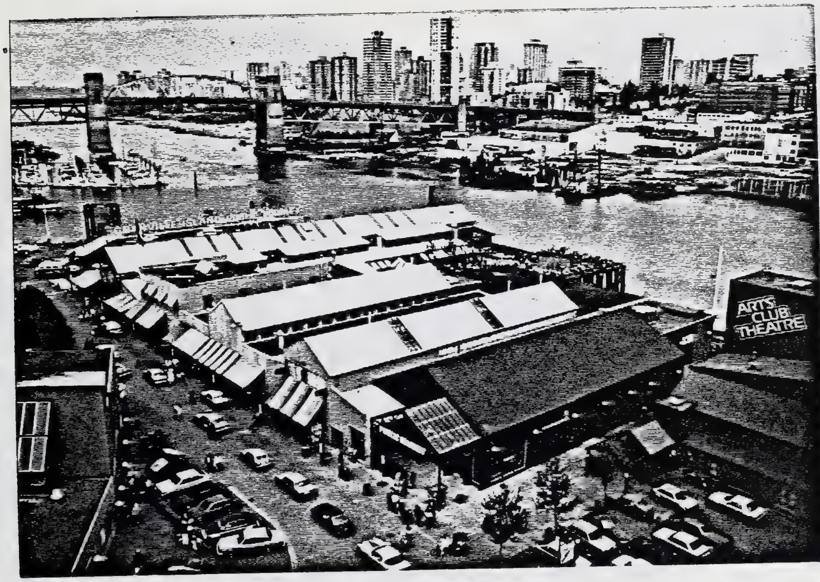
4
5
6

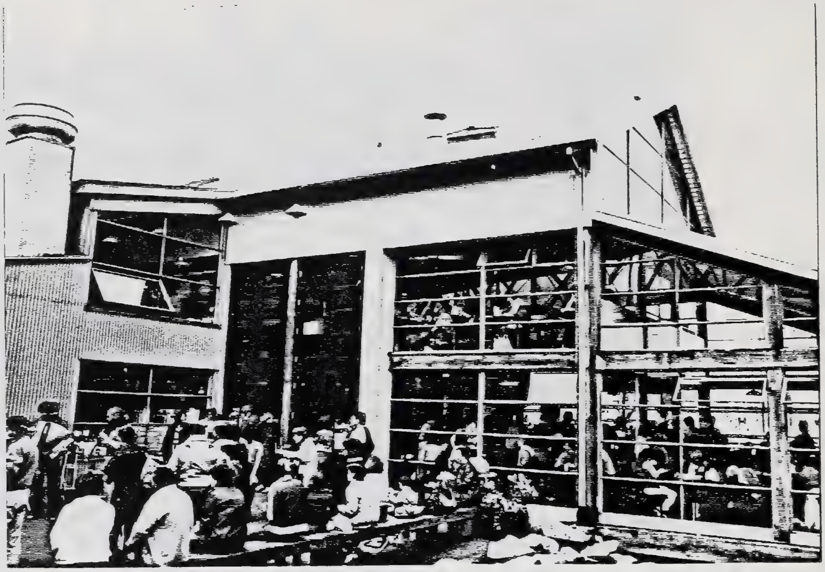


1

Bird's eye view of market district

2

Public Market and Granville Bridge



3

Street Musicians performing by Public Market

3.1

Interior Public Market

3.2

Interior Public Market

4

Maritime Market

5

Granville Island Hotel

6

False Creek Housing

SERVICES AND FUNCTIONS

Access

Only one vehicular route provides access to the Island - traffic congestion is a problem particularly during weekends.

Pedestrian paths (from the False Creek Housing area) and the False Creek waterway provide additional access routes.

A street system weaves its way through the Island separating buildings and activities.

Parking

1,174 surface parking stalls exist on the island.

A new parking structure is being planned due to a shortage of parking stalls.

The Granville Island management believe that surface parking is more appealing to visitors than parking garages.

Loading/Unloading

Separate loading bays do not exist for the marketplace building - this is considered a desirable feature by management because visitors can watch food goods as they are unloaded from the trucks and eventually purchase those products put on display. This adds to the "richness" of the marketplace experience.

Signage

Signage is simple, reminiscent of the painted wood signs of traditional marketplaces of the past - backlite plastic signs, typical of shopping centers are noticably absent.

Public Seating

Ample public seating exists in and around the marketplace building.

Visitors will often snack at the marketplace using the common seating and table areas supplied.

Senior citizens can often be seen using the seating facilities.

Washrooms

Only one washroom per sex exists in the marketplace - particularly during cleaning and maintenance times this can be inconvenient.

Garbage Removal/Storage/Miscellaneous

Garbage is placed in bins and wheeled to a central compacting location on the Island.

Some merchants complain that they can make three to four trips per day to the compactor.

Each permanent tenant has a storage area included with his leased space.

Operating Hours

Public Market - daily except Monday from 8:30 a.m. to 6:00 p.m.

Other facilities hours vary, i.e. most restaurants are open daily from 11:00 a.m. to 1:00 a.m.

DEMAND AND UTILIZATION

Average Number of Per Annum Visitors

Marketplace officials estimate that approximately four million people now visit the Island annually.

User Profile

No studies have been conducted, however, marketplace officials say that the Island appeals to a broad cross-section of the population.

Reasons Put Forth for the Popularity of the Facility

Quality and variety of food products.

Character and ambiance of the Island brought about by the owner-operated business, the industrial warehouse buildings, and the water front setting.

The inner city location.

HISTORY/DEVELOPMENT STRATEGY

Planning for the redevelopment of Granville Island began in 1973. At that time, the Island contained a number of functioning industrial operations, including a cement mixing plant and a steel factory. It also contained a number of vacant usable structures as well as some dilapidated ones. The Government of Canada was, and still is, the owner of the Island.

In 1975, Vancouver M.P. the Hon. Ron Basford, then Canada's Federal Revenue Minister, arranged for a study of Granville Island to be commissioned through Canada Mortgage and Housing Corporation (C.M.H.C.). The Vancouver architectural firm of Thompson, Barwick, Pratt and Partners was chosen to provide the initial framework of objectives to be realized, concept plans, development strategy, and the administrative structure necessary for this undertaking.

As a result of the study, the Federal Government made the decision to invest public funds into the redevelopment project. Part of the funds were used to buy out the remaining industrial leases, with the remainder being used to revamp the Island's infrastructure, i.e. roads, sewers, break water barriers, etc.

In compliance with the recommendations of the report, a five member board of trustees - The Granville Island Trust - was appointed to oversee the development of the Island. At the outset, the Trust, which was made up of members with varying backgrounds, made the decision to retain the industrial character of the Island.

Norman Hotson Architects Ltd. was retained as the masterplan designers with the responsibility, in consultation with the Trust, of establishing overall guidelines of the project. Ultimately, various architects were commissioned to renovate different buildings on the Island.

Granville Island Public Market, the flag ship development designed by Norman Hotson, opened in 1979. Several other facilities, including numerous restaurants, an art college, etc., have opened since then.

The project, from the outset, has been relatively autonomous from government. Policy decisions concerning the development and management of the facility have generally been left to the Granville Island Trust. Similarly, the C.M.H.C. staff operating the facility are also at arm's length from the corporation.

OWNERSHIP/MANAGEMENT/OPERATIONS

Ownership

The Government of Canada owns the land and buildings on the Island.

Management Operations

The Granville Island Trust, at present an eight member group of citizens with varying backgrounds, have accepted the responsibility of advising the Government of Canada (C.M.H.C.) on the development and management of the project. The Trust is not bound by any legal agreement to the Government of Canada.

A C.M.H.C. Project Manager oversees the management and operation of the Island.

Both a Market Manager and a Property and Service Manager report to the Project Manager.

Clerical staff and maintenance staff make up the bulk of the remaining staff.

In total, there are 28 C.M.H.C. staff employed.

At present a strict set of written policy guidelines, rules and regulations are not in existance - each situation is dealt with by management on a discretionary basis.

Day licenses are issued to day merchants.

There is a tenants association which presents the views of the tenants to management - about 50 percent of the merchants belong to the association.

Tenants pay a percentage of their rent for general advertising and are free to advertise on their own if they so desire.

Facilities such as the Emily Carr College of Art, the Arts Club Theatre, the Granville Island Hotel and the Maritime Market lease land from C.M.H.C.; however, all of these facilities are self-managed. They are free to operate within the general guidelines of C.M.H.C. The Project Manager of the Island simply oversees the broader decisions facing the management and development of the facilities, i.e. ensuring that any new projects comply with the masterplan guidelines, etc.

The Public Market is the only facility where C.M.H.C. staff are directly involved in day-to-day management and operation functions.

COMPATIBLE/INCOMPATIBLE MARKETPLACE USES AND ADJACENT USES

The uses on Granville Island are at present extremely compatible.

The Public Market is the key facility which attracts people but it is acknowledged that the other activities offered on the Island contribute as well as benefit from this situation.

The Island buildings are very harmonious in style and character and it is believed that the atmosphere created by these buildings adds to the appeal of the marketplace.

The adjacent uses not on the Island, with the exception of the False Creek Housing district, generally do not impact the Island. However, it is recognized that the Island activities do attract people from the neighbouring housing developments.

ECONOMICS OF DEVELOPMENT

Capital Costs

The 39 acre site has been owned by the Government of Canada for several years.

A capital grant of $19.5 million was provided by the Government of Canada to fund the following:

- Buying out of remaining industrial leases not compatible with the redevelopment masterplan.
- Upgrading of the infrastructure - i.e. road system, sewers, break water barrier, street lighting, etc.
- Recycling of the Public Market building.

C.M.H.C. officials speculate that the Island has attracted approximately $35 million in private investment. This would include the adaptive reuse costs for the recycling of several buildings for restaurants, the Granville Island Hotel, the Maritime Market, etc.

Operating Costs

Operating costs are only available for the C.M.H.C. managed Public Market - annual revenues from lease agreements balance expenses at approximately $1.9 million.

Lease Arrangements and Rents

Tenants in the Public Market lease stalls (terms vary but the average lease is about three years) and are responsible for tenant improvements.

Other tenants lease the land and buildings from C.M.H.C. Tenants are responsible for building improvements.

When leases are terminated, all fixed tenant improvements become the property of C.M.H.C.

Rents within the marketplace are calculated on a base square footage rate with a percentage on gross sales.

Rents vary from $40.00 to $140.00 per square foot.

IMPACT OF THE FACILITY

"Since the day its doors opened, it has been a crowded, bustling success."

Michael and Julie Seelig
Architectural Record (September 1980)

Social Impact

Before 1973, Granville Island representated a 39 acre functioning industrial area, including a cement mixing plant and a steel factory. However, there were several vacant structures, some of which were dilapidated. The street system was convoluted and wherever there was not a building there was a road. Today things have changed remarkably. The industrial character and some of the old uses still exist but now there are several new uses which occupy the rebuilt or recycled industrial buildings, including a public market, an art school, a maritime market, a theatre and hotel, several restaurants, and studio space for artists. 'Variety' and 'diversity' now make the Island a very attractive place where people can work, shop, browse, go to the theatre, stay overnight, or have a meal with friends. In this regard, the development has had a very positive impact on the urban social fabric of Vancouver.

Economic Impact

Granville Island has been a self-sustaining economic venture after the initial injection of public funding to upgrade the infrastructure and rebuild certain structures. In particu-

lar, the public market offers small business the opportunity to compete in a business environment which is generally dominated by larger department stores and supermarkets. In the past few years Granville Island has been a bright spot in the Vancouver economic landscape.

Cultural/Entertainment Impact

Granville Island has become a multi-dimensional development which generally appeals to the West Coast mentality and life-style. Within the boundaries of the Island are a variety of facilities offering differing activities. There can be little question that the early decision to retain the industrial character of the area with the inception of the new uses has contributed to the success of the Island. There is a history which the industrial structures capture and there is sense that visitors to the Island appreciate and enjoy the spirit of the past which is part of the Island. Combined with various activites such as live theatre, the experience of the Island goes beyond just being a retail shopping environment to also becoming a cultural and entertainment happening. A variety of streetplayers (musicians, magicians, jugglers, etc.) also contribute to the cultural/ entertainment component of the Island.

Infrastructure Impact

Granville Island has served as a tremendous magnet for attracting people. In this regard, it has put significant pressure on the infrastructure (particularly with respect to incoming vehicular traffic and parking) around the facility. Also, it could be argued that it has resulted in areas such as Gastown becoming less popular.

3.2 PIKE PLACE MARKET

GENERAL INFORMATION/FACILITY DESIGN/PHYSICAL REQUIREMENTS

City

Seattle, Washington

Metropolitan Population

1,607,000 (1981 census)

Type of Market

Public Market/Farmers' Market

Location

Downtown site overlooking Elliott Bay immediately to the east of the Alaskan Freeway between Pike Place and First Avenue.

Site Area

7 acres

Number of Buildings

Approximately 16

Marketplace Gross Leaseable Area

Approximately 600,000 square feet (includes retail, residential and commercial office space in the marketplace district).

Date of (Re)Opening

1971-1980 (covers phased restoration and recycling period of marketplace buildings).

Other Major Facilities/Activities Located in the Marketplace District or Within Close Proximity (3 City Block Radius)

Several new condominium projects are located just beyond the marketplace district.

Elliot Bay.

Marketplace Design Characteristics

Approximate date of original buildings - pre-1940 (most of the buidings were constructed in the 1920's).

Architectural character and design:

- Industrial/mercantile type buildings which have now been restored to accommodate their present uses.
- Most of the buildings are post and beam concrete structures with brick facades.
- Several interconnected buildings (under eight storeys) make up the market district.
- The Main Arcade Building is the focal building of the marketplace.
- Circulation within the buildings is generally restricted to narrow aisleways (7 to 10 feet) with merchants operating on either side.
- Most of the retail areas are situated in clusters.
- Floors tend to be smooth trowelled concrete.
- Lighting is primarily incandescent pendant type and tends to be rather dim.
- Ceiling heights in the public areas are generally about ten feet.
- Streetplayers are a common marketplace feature.

<u>Brief Description of Number of Marketplace Businesses</u>

There are approximately 250 permanent business within the marketplace district with anywhere from 15 to 150 day table operators.

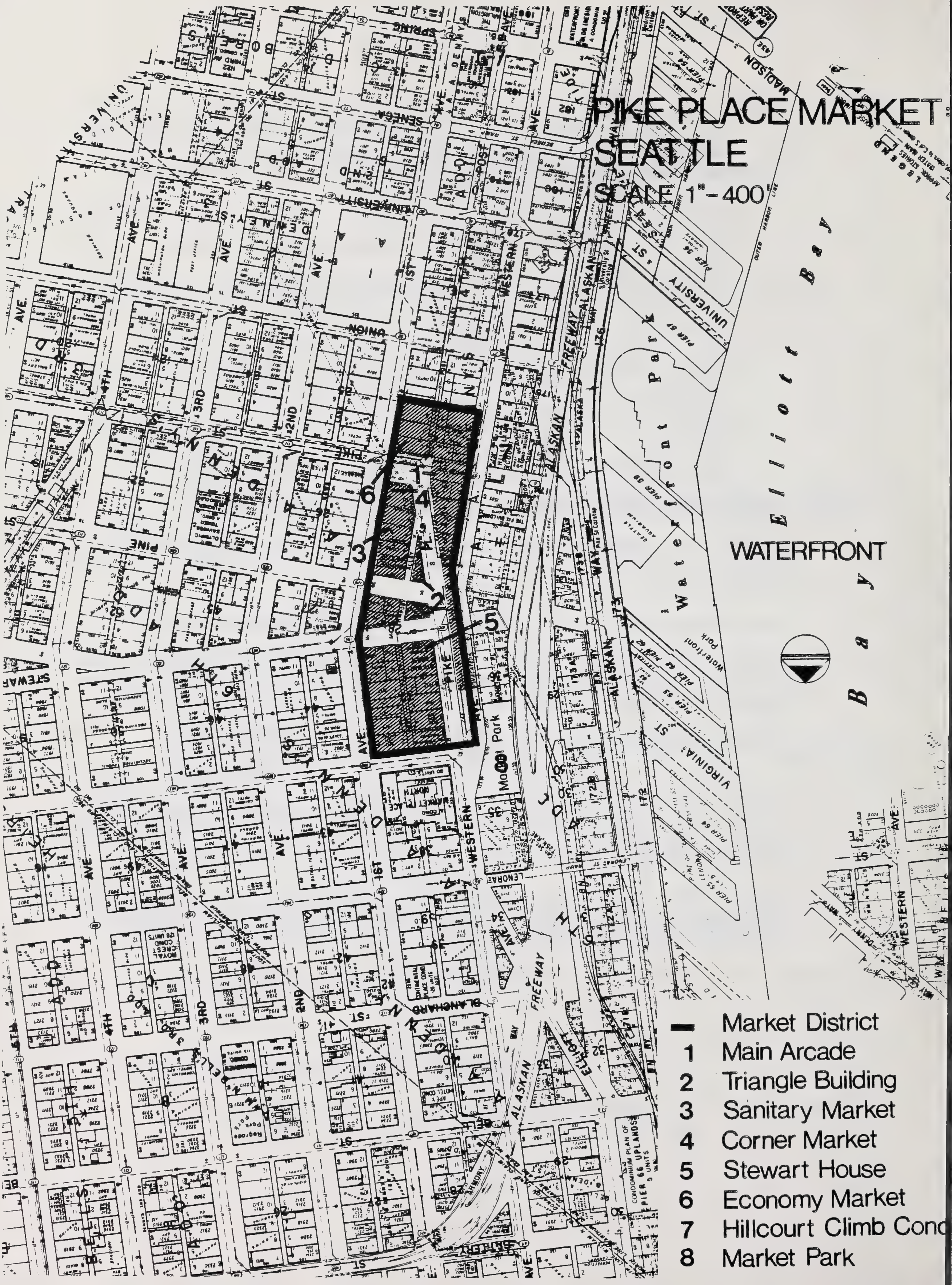
The marketplace is principally a food marketplace.

Goods offered for sale consist primarily of essential and specialty non-essential food products - fresh fish, meat, poultry, produce, baked goods, etc.

Several restaurants are located in the market district.

A variety of specialty retail shops, subsidized and market value housing, commercial office space, a legal and medical clinic and a newspaper/magazine stand are also located in the market district. Plans for a drug store in the market district are now underway.

There has been an attempt to maintain the marketplace 'community' atmosphere in the rehabilitation/restoration work which has been done.


PIKE PLACE MARKET
SEATTLE
SCALE 1"-400'
WATERFRONT
Elliott Bay
Waterfront Park
Market District
1 Main Arcade
2 Triangle Building
3 Sanitary Market
4 Corner Market
5 Stewart House
6 Economy Market
7 Hillcourt Climb Cond
8 Market Park

PIKE PLACE MARKET: SEATTLE

SITE PHOTOGRAPHS

1

Main Arcade Building

2

Corner Market

2.1

Interior Main Arcade Building

3

Pike Place

4

Triangle Building and Sanitary Market

5

Stewart House

6

Main Arcade Building

7

Watermark Tower

SERVICES AND FUNCTIONS

Access

Several vehicular (private and public transit) routes provide access to the marketplace.

Traffic congestion is common along Pike Place adjacent to the Arcade Bulding.

Parking (3 city block radius)

Approximately 2,200 parking stalls (both surface and parkade) are located in the marketplace district.

Parking is not a major problem.

Loading/Unloading

Separate loading bays do not exist.

Like Granville Island, marketplace officials feel that this adds to the "richness" and "authenticity" of the marketplace.

Traffic congestion takes place on Pike Place particularly when trucks are loading or unloading.

Signage

Signage is simple, reminiscent of the painted wood signs of traditional marketplaces of the past. Like several of the marketplaces, plastic backlite signs are absent.

Public Seating

There is not a significant amount of public seating either indoors or outdoors.

Washrooms

Washrooms are not well marked and therefore difficult to find.

Garbage Removal/Storage

Garbage is placed in large bins and picked up every evening on the streets. Merchants share common storage areas.

Operating Hours

Daily, except Sunday, from 8:30 a.m. to 6:00 p.m.

Restaurant hours vary, however, most are open from 11:00 a.m. to 1:00 a.m.

One suspects that if the marketplace were open Sundays it would be well attended.

DEMAND AND UTILIZATION

Average Number of Per Annum Visitors

Marketplace officials estimate that approximately seven million people now visit the marketplace annually.

User Profile

A recent telephone survey (4/12/84) of 251 people found that a broad economic range of users visited the marketplace. No other user profile information is available.

Reasons Put Forth for the Popularity of the Facility

Quality and variety of food as well as atmosphere were the two most common reasons given in the survey for visiting the marketplace.

HISTORY/DEVELOPMENT STRATEGY

Pike Place Market was founded in 1901 and success came quickly. In 1911, it attracted an estimated 300,000 customers a month and was expanded to meet the needs of more than 1,000 farmers selling at 240 stalls. However, by 1957, only 56 stallholders remained and the neighbourhood was in decline.

In 1968 the Seattle City Council approved a plan to transform the market area into a 3,000 car parkade that would be topped by a new market. A new hotel, apartment towers and a plaza would surround the parkade/market complex.

News of the plans aroused public concern, resulting in the formation of a citizens' group called 'Friends of the Market' led by architect Victor Steinbrueck. A petition was drafted to change the concept from demolition and clearance to rehabilitation and preservation. The group proposed a seven acre Pike Place Market

Historic District, a plan which was approved by the State advisory council and won approval from Seattle voters in November 1971. The market has been placed on the National Register of Historic Places.

The first building to be restored was the Corner Market, completed in 1976. The Soames-Dunn and Triangle Buildings were completed in 1977, followed by the Livingston-Baker Apartments. The Main Market was rehabilitated in five stages, so as not to infringe too much on traditional on-going Market activities. This development project, which encompassed most of the buildings on the west side of Pike Place, was finished in 1979. With the completion of the Cliff House in 1980, all of the Main Market buildings were safely restored.

Development projects now in progress or in final planning stages include the Sanitary Market and the Stewart House. Completion of these projects will add more commercial space at street level and over 100 units of housing to the Historical District. Most of this will be subsidized, low-income housing.

OWNERSHIP/MANAGEMENT/OPERATIONS

Ownership

The Pike Place Preservation and Development Authority (PDA) owns 80 percent of the land and buildings in the Market Historic District, with the private sector owning the remaining land and buildings.

Management and Operations

The management and operations of the marketplace rests with the PDA. The PDA was created in 1973 and is chartered by the City of Seattle as a non-profit public corporation. The PDA's charter endows it with the powers necessary to preserve, rehabilitate and maintain Market buildings and open spaces so that traditional Market activities can be carried on. Thus the PDA has many varied functions, all aimed at keeping the Market running smoothly and effectively for shoppers, farmers, merchants, residents and visitors.

The PDA is governed by a 12 member Council which functions as its board of directors. Four of the Council members are appointed by the Mayor, four are elected by the Council itself and four are elected by the PDA Constituency. This is the corporation's membership organization; anyone over 16 who is interested in the ongoing operation and welfare of the Market may join. Constituency meetings are held every three months to review PDA activities and provide a forum for public discussion and involvement.

A PDA Executive Director oversees the management and operations of the Marketplace. Reporting to the Executive Director are the following management positions:

- Public Relations Director
- Director of Financing and Accounting
- Tenant Relations Director
- Operations Director
- Funds and Program Development Director

The remaining office staff and volunteers fill another 23 positions. The maintenance staff consists of seven people. The security staff consists of ten people.

In total the PDA employs approximately 40 people.

A tenants' association exists which represents the majority of tenants.

COMPATIBLE/INCOMPATIBLE MARKETPLACE USES AND ADJACENT USES

Generally the uses within the marketplace as described earlier are very compatible.

However, the inclusion of public housing as part of the marketplace district does raise a few questions - in particular, do the residents of the housing negatively or positively impact the marketplace?

Beyond the marketplace district is a derelict/prostitute zone which is considered to be an incompatible activity which has a negative impact on the public appeal of the marketplace.

ECONOMICS OF DEVELOPMENT

Capital Costs

Marketplace officials estimate that between $50 to $60 million of public funding (mostly Federal) and approximately $75 million of private funding has been invested in the marketplace.

Senator Warren Magnuson of the State of Washington, as chairman of the Senate Commerce Committee and second ranking member of the Appropriations Committee, was largely responsible for seeing that Pike Place Market received Federal funding.

Operating Costs

Operating costs are only available for the PDA managed facilities.

The annual operating budget (1983) for the market is approximately $1.9 million with revenues at approximately $1.6 million. The deficit is picked up by the public sector as part of a tax write-off program.

PDA officials are working towards balancing revenues against expenses.

Lease Arrangements

Tenant leases are negotiated individually and rents are established on a minimum base rent with a percentage on gross sales.

Residential tenants simply pay rent according to whether they occupy subsidized or market priced housing.

Rents

Retail rents are based on a square footage basis and range from $4.00 to $20.00 per square foot.

Day tables are rented for $3.00 per day.

Tenants pay approximately 30 percent of their rent for common space.

IMPACT OF THE FACILITY

"A tremendous part of downtown."

John Gilmore
Downtown Development Association - Seattle

Social Impact

During the mid 1960's and early 1970's, the marketplace was embroiled in often heated controversy. Two opposing camps existed. The City of Seattle, the downtown business establishment and the editorial voices of the major media represented one of the camps. This group advocated the demolition of the historic Pike Place Market to make way for a sophisticated urban renewal plan, which made a much smaller market the center of a highrise residential, commercial and hotel

complex. Opposing the above initiative were two citizens' groups with a working relationship of uncertain cordiality. However, the main objective of the citizens' groups was to save the Pike Place Market by establishing a seven acre historical district around the market and a 12 member historical commission to oversee the preservation, restoration and improvement of the market area. On November 2, 1971, Seattle voters had the opportunity to voice their opinion on which initiative they supported. Ultimately, the save the market group was victorious. Like the other marketplaces being studied, Pike Place Market is now a place to shop, browse and meet people in a social environment which is very different from the typical suburban supermarket. The marketplace is full of character from the owner-operated business person to the occasional panhandler.

Economic Impact

Again, like several of the marketplaces being studied, the Pike Place Market offers small business retailers a conducive setting to merchandise their goods. While some critics do not approve of the subsidization that has occurred to allow these merchants to operate - others advocate that the marketplace serves the public and the needs of the public in more than just economic terms. These individuals/groups argue that the public sector should support facilities that make a cultural and social contribution to society and that all endeavours should not be measured on their economic merit alone. This is not to say that the marketplace has been an economic disaster. Although the operations still require subsidization by the public sector, it is evident, given the new construction around the marketplace, (residential, retail, commercial) that the facility has acted as a stimulus for private investment in the immediate area.

Cultural/Entertainment Impact

The Pike Place Market has a rich cultural/historical heritage which is part of the reason for the public popularity of the marketplace. Again, like several of the other marketplaces, the experience of shopping goes beyond just being a functional experience. Visitors to the area have the opportunity to see and experience buildings which capture the spirit of the past combined with the activities of the present. Street players are a part of the marketplace's character and colour.

Infrastructure Impact

No signficant negative impacts of the marketplace are apparent.

3.3 ST. LAWRENCE MARKET

GENERAL INFORMATION/FACILITY DESIGN/PHYSICAL REQUIREMENTS

City

Toronto, Ontario

Metropolitan Population

2,998,947 (1981 census)

Type of Market

Public Market/Farmers' Market

Location

Downtown site situated on the corners of Front Street E. and Jarvis Street to the east of Yonge Street.

Site Area

Approximately 2.75 acres

Number of Buildings

2

Marketplace Gross Leaseable Area

Approximately 69,000 square feet

Date of (Re)Opening

The north market building was constructed in the mid 1960's. The south market was renovated in 1976.

Other Major Facilities/Activities Located in the Marketplace District or Within Close Proximity (3 City Block Radius)

The Market Square Condominiums
St. James Park
Crombie Park Housing Development
The St. Lawrence Centre Theatre

Marketplace Design Characteristics

Approximate date of original buildings - North Market, mid-1960's; South Market, 1850.

Architectual character and design:

- The South Market is a brick faced, steel structured neoclassical building. Merchants operate on the main and basement levels.
- The North Market is a modern concrete one-storey structure.
- Both marketplaces are very open spaces with high ceilings (30 to 40 feet) and expansive aisleways (15 to 20 feet).
- The floors are smooth trowelled concrete and the lighting in both markets is provided by large mercury vapour pendant type fixtures.
- Accent lighting is provided by incandescent fixtures.
- All of the activities (with the exception of some flower and plant merchants during the warm months) are located inside the marketplace buildings.
- There is an absence of streetplayers in the marketplace district.

Brief Description and Number of Marketplace Businesses

The South Market consists of approximately 40 permanent, mostly owner-operated businesses.

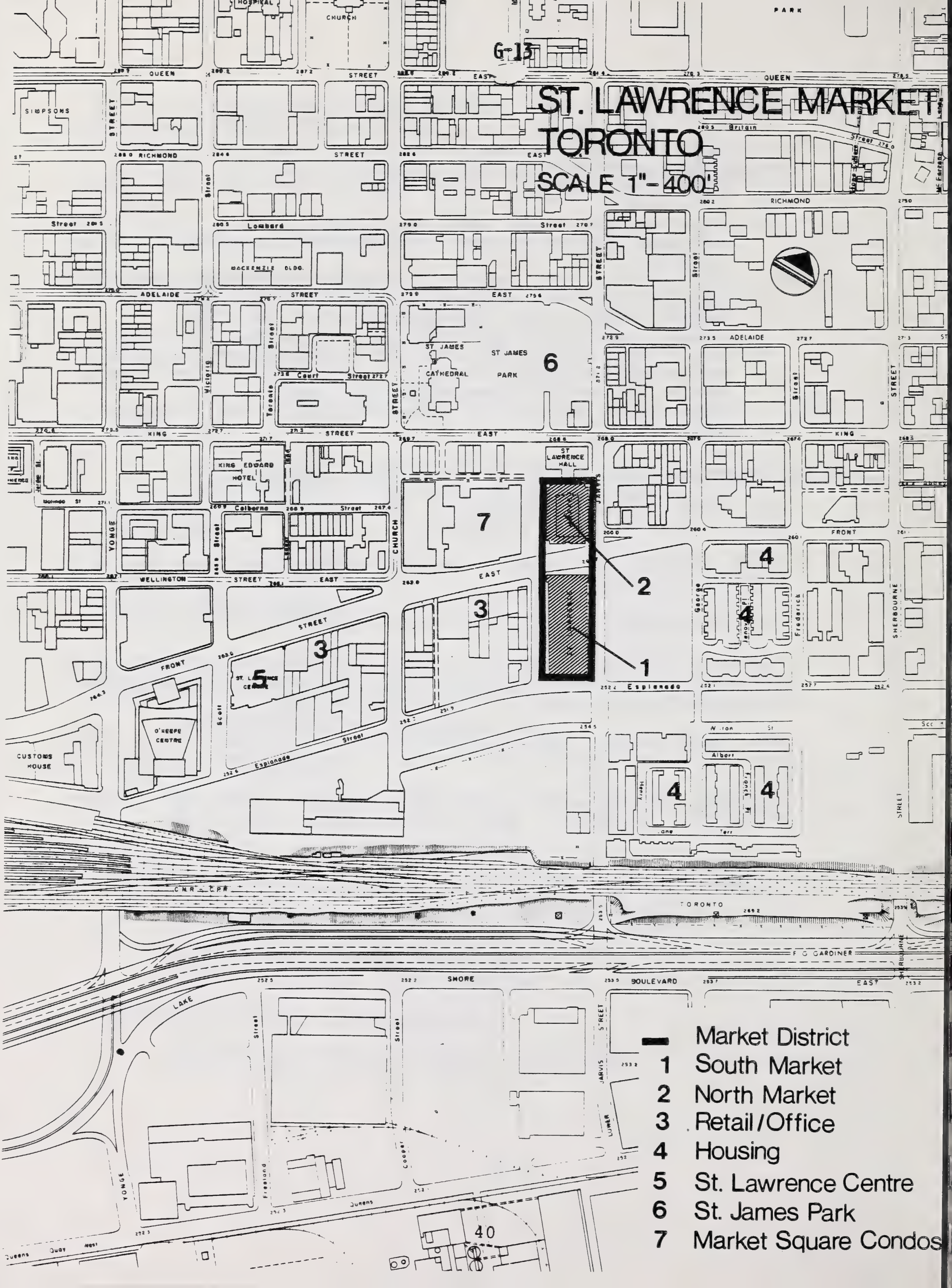
Goods offered for sale, generally consist of essential and specialty foods.

Few restaurants or fast food outlets exist.

The North Market serves as a Farmers' Market on Saturdays and a rental hall during the week. A few permanent retail food businesses are situated in the South Market.

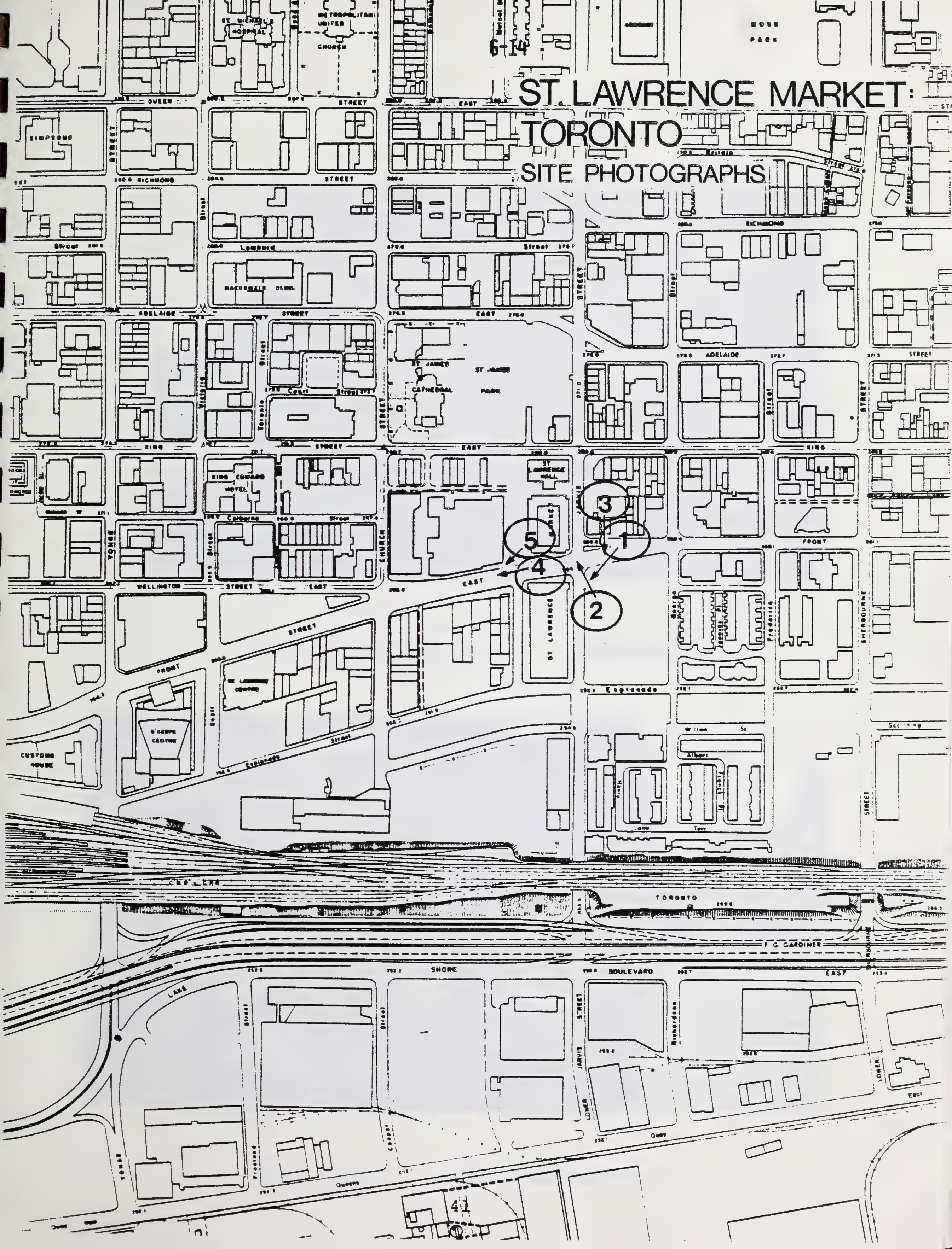
The North Market rents approximately 140, 9 foot by 3 foot day tables exclusively to producers on Saturdays.

At least 30 other businesses are located in the marketplace district.


G-13
ST. LAWRENCE MARKET
TORONTO
SCALE 1"–400'
Market District
1 South Market
2 North Market
3 Retail/Office
4 Housing
5 St. Lawrence Centre
6 St. James Park
7 Market Square Condos

ST. LAWRENCE MARKET: TORONTO

SITE PHOTOGRAPHS

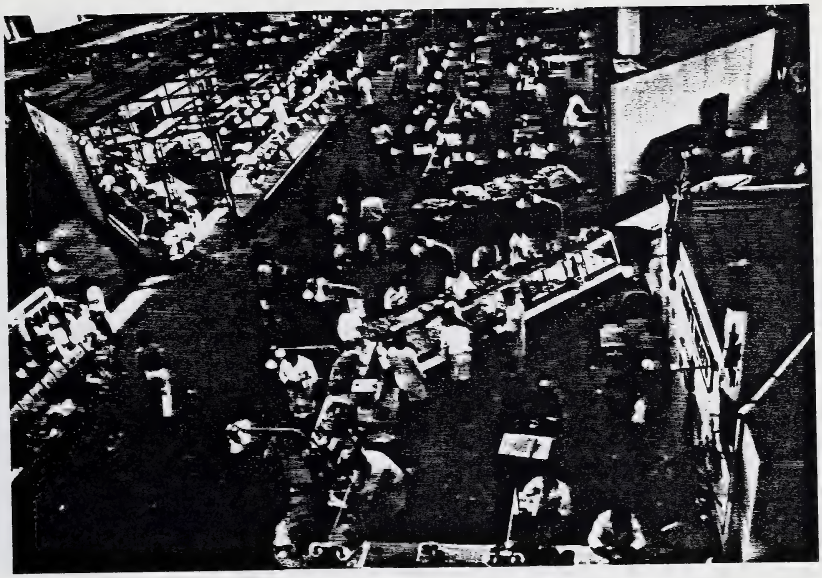


1

South Market

1.1

Interior South Market



1.2

Interior South Market

2

North Market

2.1

Interior North Market

3

Crombie Park Housing

4

Front Street

5

Front Street

SERVICES AND FUNCTIONS

Access

Several vehicular (private and public transit) routes provide access to the marketplace. Traffic congestion is not a problem.

Parking (within 3 block radius)

Approximately 4,000 surface and parkade parking stalls are located in the immediate marketplace vicinity. Parking is not a problem.

Loading/Unloading

Loading/unloading docks exist which are cut off from public view. Tenants complain that there is not enough administrative control of the loading area to ensure adequate time for each merchant.

Signage

Signage is varied with no consistent design theme.

Public Seating

Very little public seating is available in the marketplace buildings which is inconvenient for older people and those that wish to rest and/or enjoy a snack.

Washrooms

Washrooms are not clearly marked.

Garbage Removal/Storage

Tenants take garbage to a central compacting area. Some merchants have storage areas included with their leased spaces while others store goods in a central storage area in the basement. Neither garbage removal or storage are considered to be a problem.

Operating Hours

South Market	Tuesday to Thursday	- 7:00 a.m. to 5:00 p.m.
	Friday	- 7:00 a.m. to 7:00 p.m.
	Saturday	- 5:00 a.m. to 5:00 p.m.
	Closed Sunday and Monday	

North Market - The permanent shops are open similar hours to South Market businesses - some are also open Monday.
Sat. Farmers' Market- 5:00 a.m. to 5:00 p.m.

DEMAND AND UTILIZATION

Average Number of Per Annum Visitors

Marketplace officials estimate that approximately 4.5 million people visit St. Lawrence Market per annum.

User Profile

A recent survey of users (11/82) found that average annual household income was $34,400.00, considerably above the national average.

Ninety percent spoke English at home.

The average household size was 2.6 people, with 60 percent of respondents in one or two person households.

Only 30 percent of respondents had children under 18 years of age.

The average age of respondents was 40.

Reasons Put Forth for the Popularity of the Facility

The same survey of shoppers found that quality of goods and atmosphere were the two reasons given most often for people visiting the marketplace.

HISTORY/DEVELOPMENT STRATEGY

The St. Lawrence Market was established by the Lieutenant-Governor in 1803, on the site of the present St. Lawrence Hall. In 1831, the original building was demolished and replaced by a more opulent brick structure. This building also doubled as the town hall until 1844, when the councillors decided to build a new city hall. The new building is in fact, today's South Market.

In 1849, the St. Lawrence area was badly damaged by fire and the market building was subsequently demolished and replaced the next year by St. Lawrence Hall.

The new facilities provided both commercial space and a center for various recreational activities. This arrangement continued until 1901 when activity shifted to the South Market, previously the home of the Toronto City Hall. The buildings behind the hall fell gradually into disrepair, and were torn down in 1968, to be replaced by the present North Market. In 1976, the South Market was renovated by the City of Toronto.

OWNERSHIP/MANAGEMENT/OPERATIONS

Ownership

The St. Lawrence Market Buildings (North and South) and accompanying land are owned by the City of Toronto.

Management and Operations

The marketplace is managed by the City of Toronto through its Property Department.

Reporting to the Commissioner of Property in order of seniority are the following:

- Director of Services
- Market Manager
- Assistant Market Manager

Policy decisions generally rest with the Director of Services, with major policy decisions going before City Council.

Day to day management and operations decisions are made by the Market Manager and his Assistant Manager.

In addition to the two management positions are one clerical position and three maintenance and cleaning positions.

The Market Manager is responsible for all lease arrangements.

No exhaustive written rules and regulations exist.

A tenants' association exists which represent about half of the merchants.

COMPATIBLE/INCOMPATIBLE MARKETPLACE USES AND ADJACENT USES

The marketplace works very well as a fresh food market. The uses are compatible, however, the facility would probably take on added public appeal if more quality fast food stalls were added. At present there are very few places where one can sit down and enjoy

a snack. In other words, the marketplace has the potential to expand its appeal if so desired.

The adjacent uses, both in terms of the activities and the building character as well as density, are very compatible with the marketplace.

Development tends to be high density, low-rise structures (under eight storeys).

Although there are several new buildings in the St. Lawrence District, the area still has a distinct historic flavour.

For example the Market Square Condominiums immediately adjacent to the marketplace are new construction but often mistaken for a much older complex.

The adjacent uses tend to be restaurants, specialty retail, residential and some commercial office space.

ECONOMICS OF DEVELOPMENT

Capital Costs

Capital costs are not readily available for the construction of the marketplace buildings.

Operating Costs

Annual revenues from the marketplaces are approximately $800,000.00 with expenses at $1.4 million.

The City of Toronto subsidizes the marketplace for the additional $600,000.00 in operating costs.

Market management believe the deficit is caused by the comparatively low rents (compared to current market value rents in other downtown locations).

Lease Arrangements and Rents

Lease terms and rates vary.

Rents for permanent tenants are based on a flat rate of between $5.00 and $12.00 per square foot.

IMPACT OF THE FACILITY

"(A) significant historic icon."

Roger Kemble
Canadian Architect (August 1980)

Social Impact

The St. Lawrence Market has a rich history in the Toronto context. Both the North and South Markets are principally fresh food markets (for take home use) as opposed to specialty retail marketplaces like Fanueil Hall or Harborplace. In this regard, the social impact of the marketplace is limited to the relationship between the visitors and the often lively merchants as is the case with Kensington Market - Toronto's other major marketplace. St. Lawrence Market offers area residents an alternative shopping experience to the suburban shopping mall. Most of the stalls are now operated by immigrants which adds an ethnic flavour to the facility.

Economic Impact

Economic impact is always a difficult issue to assess. The marketplace is subsidized annually by the City of Toronto. On the other hand, the merchants in the marketplace are reportedly doing very well financially. Particularly within the past year, there has been considerable development around the marketplace. Most notably, the Market Square Condominiums (306 units plus 72,000 square feet of commercial/retail space), 80 per cent of which has been sold. The St. Lawrence Market district has become a desirable place for people to live and enjoy the many attractions offered in the area, i.e. several restaurants, the St. Lawrence Center Theatre, specialty shops, etc. In this regard, perhaps it could be rationalized that injection of public funding into the marketplace has helped to create an attractive investment environment around the marketplace.

Cultural/Entertainment Impact

The St. Lawrence Market is part of the St. Lawrence Historic District. With no fewer than 34 buildings included in the City of Toronto's Inventory of Buildings of Architectural and Historical Importance, of which 19 buildings have been designated under the Ontario Hertiage Act, the St. Lawrence Historic District contains one of the largest concentration of important 19th century buildings in Ontario.

Infrastructure Impact

The marketplace has not had an adverse effect on parking or traffic congestion in the area.

3.4 BYWARD MARKET

GENERAL INFORMATION/FACILITY DESIGN/PHYSICAL REQUIREMENTS

City

Ottawa, Ontario

Metropolitan Population

717,978 (1981 census)

Type of Market

Public Market/Farmers' Market

Location

Downtown site one block north of Rideau Street and three blocks east of the Chateau Laurier Hotel.

Site Area

Approximately 7 acres

Number of Buildings

One public sector building/approximately 50 private sector buildings

Marketplace Building Gross Leaseable Area

Approximately 10,000 square feet. Four streets are currently used for outdoor marketplace stalls.

Date of (Re)Opening

Marketplace building was renovated in 1976.

Other Major Facilities/Activities Located in the Marketplace District or Within Close Proximity (3 City Block Radius)

Parliament Buildings
Holiday Inn Hotel
Rideau Center (large urban shopping mall)
Chateau Laurier Hotel
Variety of Restaurants and Specialty Retail Shops
Art Galleries
Commercial Office Space

Approximate date of original buildings:

- City owned market building was constructed in 1926.
- Buildings within the district are both new and old - for example, two retail/commercial office buildings, the Market Mall (1982) and the Atrium Building (1984) are recent additions to the area.
- There are several buildings in the area which pre-date 1950, most of which have been renovated.

Architectural character and design:

- The city market building is a typical warehouse/ mercantile building which was common in the 1920's.
- Any changes to marketplace buildings are reviewed by a historic advisory board.
- Most of the buildings in the area are high density, low-rise, brick buildings with pronounced ornamental detailing.
- Despite the new construction in the market district, there is a distinct historic atmosphere to the area.
- Streetplayers are a common marketplace feature.

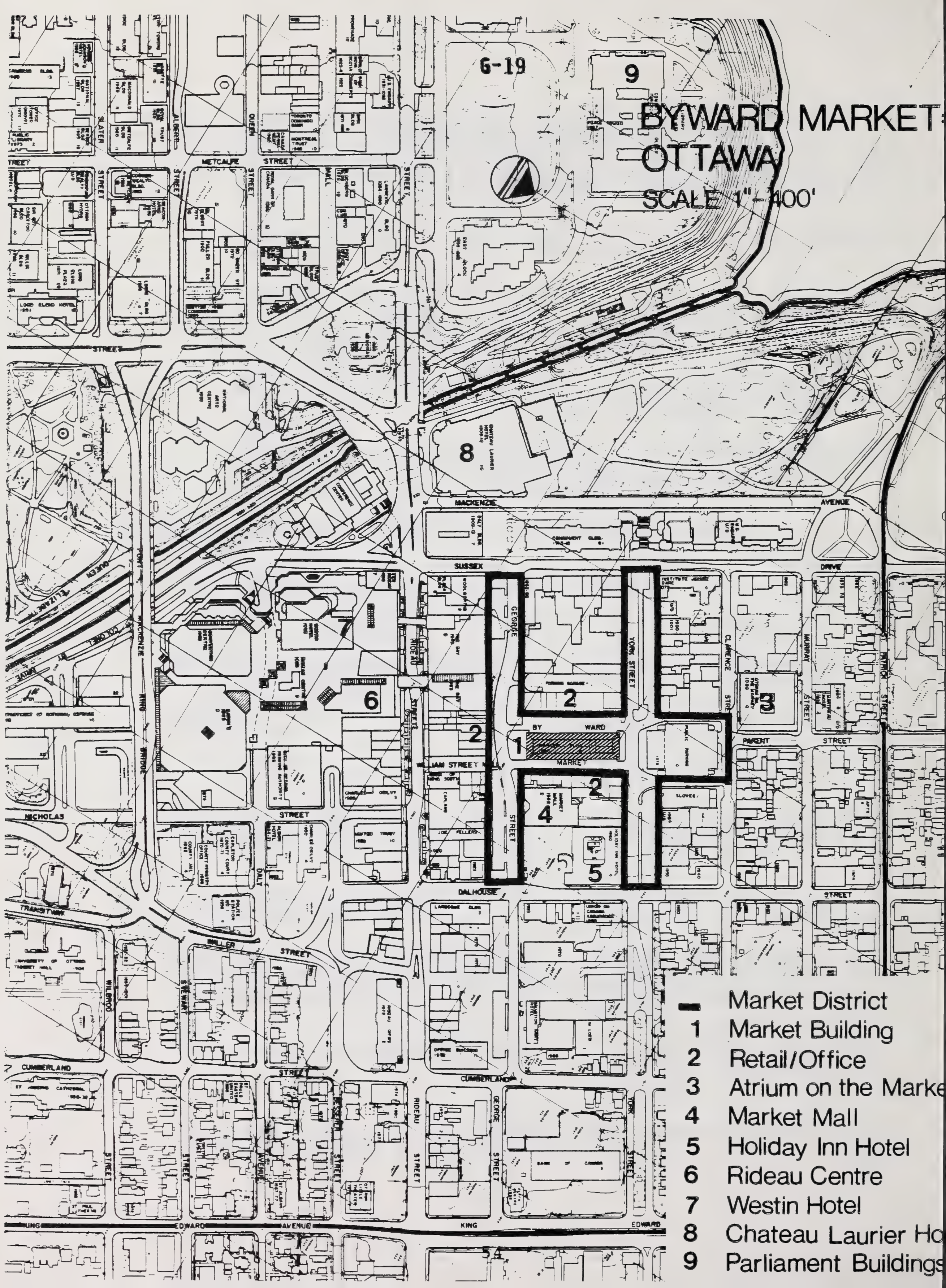
Brief Description and Number of Marketplace Businesses

Following is a list of the activities which fall under the management control of the City of Ottawa.

Activity	Location
Arts and Crafts (leather goods, clothing, pottery, art, etc.)	First and second storeys of the Market Building.
Produce	Primarily along the south side of Byward St. between George St. and York St., in outdoor stalls.
Wholesale Goods (milk supplies of produce, dairy goods, etc.)	Outdoor stalls along York St. between William St. and Dalhousie St.
Garden Goods (primarily scrubs, fertilizer, etc.)	Outdoor stalls between Byward St. and Sussex Dr.
Smallwares (imported dry goods, clothing, jewellery, sunglasses, notions, etc.)	Outdoor stalls along the south side of William St. between George St. and York St.
Cut Flowers and Bedding Plants	Located on the corner of Byward St. and George St. outdoors.

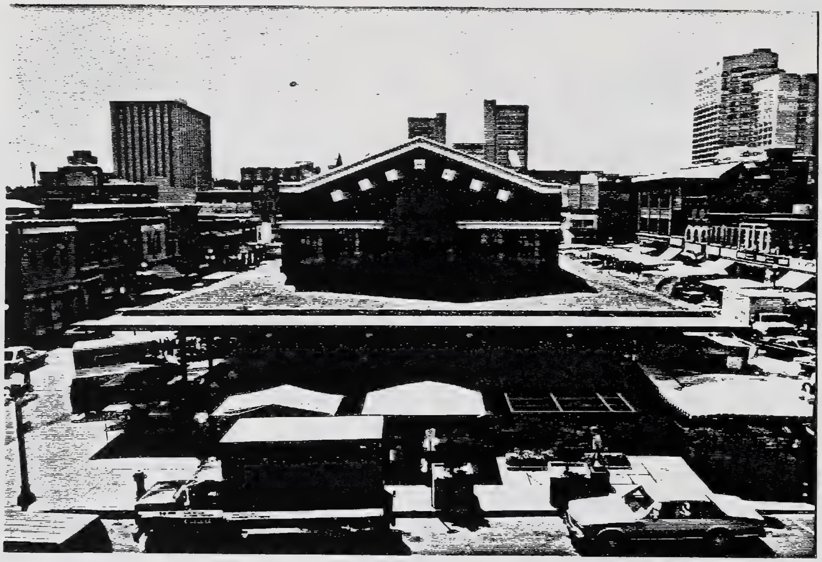
In total there are approximately 200 owner-operated stalls which are managed by the City of Ottawa.

At least 60 other privately owned businesses, several of which are restaurants, are located in the immediate marketplace district - clothing stores, a wine shop and a music store are just a few of the non-food oriented shops located in the market district.


BYWARD MARKET
OTTAWA
SCALE 1" - 400'
6-19
Market District
1 Market Building
2 Retail/Office
3 Atrium on the Marke
4 Market Mall
5 Holiday Inn Hotel
6 Rideau Centre
7 Westin Hotel
8 Chateau Laurier Ho
9 Parliament Buildings
METCALFE STREET
SLATER STREET
ALBERT STREET
QUEEN STREET
MACKENZIE AVENUE
SUSSEX DRIVE
GEORGE STREET
YORK STREET
CLARENCE STREET
MURRAY STREET
PARENT STREET
DALHOUSIE STREET
BY WARD MARKET
WILLIAM STREET MALL
RIDEAU STREET
NICHOLAS STREET
DALY AVENUE
WALLER STREET
CUMBERLAND STREET
KING EDWARD AVENUE
TRANSITWAY
BANK OF CANADA

BYWARD MARKET: OTTAWA

SITE PHOTOGRAPHS



1

Market Building

1.1

Interior Market Building

2

Byward Street with
Westin Hotel in background

3

Byward Street

4

William Street

5

William Street Mall

6

Atrium on the Market

7

Market Mall

SERVICES AND FUNCTIONS

Access

Several vehicular (private and public transit) routes provide access to the marketplace, however, because the streets in the marketplace are occupied by stalls, traffic congestion is common, particularly on weekends.

Parking (3 city block radius)

Approximately 800 parkade and surface parking stalls are available within the immediate marketplace vicinity, however, visitors prefer (according to marketplace officials) surface parking to parkades. This condition also contributes to the traffic congestion in the area.

Loading/Unloading

Separate loading bays do not exist. Like several of the marketplaces, this condition adds to the atmosphere of the marketplaces, but also contributes to the congestion in the area.

Signage

Signage is extremely varied. The market building signage is carved out of stained brown wood strips - backlite plastic signs, however, are also prevalent on the private sector store fronts.

Public Seating

A few benches are situated immediately outside of the marketplace building on the sidewalks, however, no larger seating clusters (such as exists at Granville Island Market) exist.

Washrooms

One washroom per sex is located in the marketplace building.

Garbage Removal/Storage/Miscellaneous

All operators not located in the marketplace building are required to remove their own garbage from the premises. No storage space exists for the merchants.

Operating Hours

The marketplace is open daily from 8:30 a.m. to 6:00 p.m.

Sunday openings, have just recently been approved, however, not all stall operators chose to operate on Sunday.

Restaurant hours vary, however, most are open from 11:00 a.m. to 1:00 a.m. daily.

DEMAND AND UTILIZATION

No information is available on average number of per annum visitors or user profiles, however, marketplace officials claim that the marketplace appeals to a wide cross section of the population.

Quality of goods and atmosphere are considered to be the two key reasons why people visit the marketplace.

HISTORY/DEVELOPMENT STRATEGY

Ottawa's Byward Market was first established in 1829 by Colonel By. However, the present location of the market was not chosen until 1849 because of the controversy over the location as expressed by the town council members. The Byward Market Hall, as it was called, was located on George Street near Sussex Drive in Lower Town. As was common in the 19th Century, the building eventually fell victim to fire in 1865. However, a new market building had been constructed in 1863 between Clarence and York Streets. Ultimately demolished by fire, the blue stone structure was replaced by a new market building in 1876, but it too was damaged by fire after 50 years of service in the spring of 1926. The structure was rebuilt the same year and subsequently renovated again in 1976.

The private sector buildings in the area are of varying ages, with a good majority constructed prior to World War II. The marketplace, in its 155 year history, has always been a place of activity and character and not without its share of controversy. Following is a brief list of issues which market officials and area merchants have had to deal with in the past decade:

* The present Market Building was threatened with demolition in the early 1970's--however, after considerable discussion and analysis, the building was saved from the wrecking ball and slated for renovation. The historic nature of the building was the key reason for keeping the building.

* Local producers have long waged a verbal battle with import food merchants concerning various rights and obligations--the local producers feel that they should be protected from the more competitive import merchants.

* The sale of live animals at the market was banned in 1982 after a successful lobby effort by the S.P.C.A., however, a persistent group of merchants and immigrant market patrons are waging a fight to reverse this decision.

* A European style market square on York Street that was proposed by city planners in 1982 was met with fierce opposition from the Byward Market Merchants' Association. Merchants complained that the construction congestion would drive customers away from the market and drive merchants into bankruptcy.

The above list represents just a few of the issues that have influenced the development direction of the marketplace in the past decade. Because the Byward Market is a multifaceted district, one can expect that there will continue to be excitement and controversy associated with the facility. A persistent group of citizens have always recognized the cultural, social and economic significance of the Byward Market and as a result, the marketplace continues to survive.

OWNERSHIP/MANAGEMENT/OPERATIONS

Ownership

The Byward Market district consists of both publically and privately owned land and buildings.

The Market Building and the Parkade Building (with street level retail) just to the north are both owned along with the land, by the City of Ottawa.

The other buildings and land in the area are owned by the private sector.

Management and Operations

The public sector portions of the marketplace are managed by the City of Ottawa through its Physical Environment Department.

Reporting to the Commissioner of the Physical Environment, in order of seniority, are the following:

- Property Branch Manager
- General Manager of Markets
- Assistant Manager of Markets
- Byward Market Manager
- Byward Market Assistant Manager

Policy decisions generally rest with the General Manager of Markets (who is off site) with major policy decisions going before City Council.

Day to day management and operations rests with the Byward Market Manager and his assistant.

In addition to the two Byward Market Management positions, there are two maintenance staff and a farm inspector.

Following is a brief list of a few of the issues outlined in the Bylaw.

1. Boundaries of the market.
2. Responsibilities of the General Manager and the Market Manager.
3. Restrictions pertaining to type of goods sold, signage, methods of display, garbage removal, etc.
4. Assignment of locations for the sale of different categories of goods.
5. Provision regarding licensing and payment.

A tenants' association exists.

COMPATIBLE/INCOMPATIBLE MARKETPLACE USES AND ADJACENT USES

With the exception of a few uses, the marketplace district works very well.

The marketplace is principally a fresh food market, however, arts and crafts, specialty retail, several restaurants and some commercial office space round out the marketplace district.

Within the past few years, there has been some controversy over the smallwares section of the marketplace.

This section offers a variety of mostly imported dry goods such as apparels, jewellery, sunglasses, notions, etc. Private sector merchants complain that they cannot compete with the smallwares operators. They argue that while they pay market values for rent, the smallware operators are in fact subsidized by the City of Ottawa with respect to their rents.

Management is also concerned that the goods being sold are sometimes of inferior quality and this situation could eventually tarnish the image of the marketplace as a retailer of high quality goods. There is also concern that the marketplace could end up becoming a flea market, which management wishes to avoid.

The new construction (mostly brick) in the marketplace district has not taken away from the general historic atmosphere of the area.

New development tends to be high density, low-rise structures (under nine storeys).

Slightly beyond the marketplace district to the south is the new Rideau Center complex (a three block urban shopping center).

Marketplace officials and operators complain that the new shopping center has put pressure on the traffic situation and parking in the market district - the facility also has cut the market off from visual contact to Rideau Street, at the western portion of the market, and as a result, some tourists who now stroll down Rideau Street can easily miss the market district.

Architecturally, the Rideau Center, a glass, concrete and steel structure, is not particularly compatible with the historic atmosphere associated with the marketplace district.

ECONOMICS OF DEVELOPMENT

Capital Costs

The 60 year old market building was rebuilt by the City of Ottawa at a capital cost of approximately $600,000 in 1976.

A $2.2 million parkade and ground street level retail building was recently built by the City of Ottawa immediately to the north of the market building.

Capital costs are not available on any of the private sector buildings.

Operating Costs

At present, the revenue and expenses offset each other at approximately $400,000 per annum for the publically managed areas.

No figures are available for the private sector businesses.

Lease Arrangements and Rents

Stalls are licenced to operators. Licencees pay anywhere between $400 to $950 per year to the City of Ottawa.

Outdoor stalls along the west side of Byward Street immediately adjacent to the market building are considered to be the most favourable location and hence are the most expensive.

Arts and crafts operators in the market building pay $4.75 per day for a 60 square foot space.

IMPACT OF FACILITY

"An everchanging place"

Maria Fletcher
The Ottawa Citizen (April 1984)

Social Impact

Particularly in the past decade, the Byward Market District has become an area with wide public appeal. Visitors to the market can shop for the week's groceries, buy shrubs for the garden, watch a street musician, attend an art opening, or grab a quick bite or sit-down dinner at one of the many restaurants. The marketplace is full of colour and vibrant personalities to match. The marketplace is a popular lunchtime meeting place for civil servants who work in the neighbouring government buildings. The weekends, particularly in the warm months, find the streets swarming with people caught up in the excitement of the festive atmosphere. In this regard, the marketplace is most definitely a highly successful social playground.

Economic Impact

The Byward Market gives farm producers an opportunity to sell their goods at competitive prices. The City of Ottawa, in effect, subsidizes several of the marketplace merchants, however, this is not frowned upon by the public which obviously view the marketplace as more than just an economic venture. Rents from merchants are very reasonable and most seem to survive financially. There have been a significant number of new and renovated projects that have surfaced in the market area recently. Most of the commercial space has been leased. There can be little doubt that the charm of the Byward Market has acted as a magnet for adjacent development.

Cultural/Entertainment Impact

The Byward Market is a superb inner city district. There are several reasons for the public appeal of the facility which, to varying degrees, apply to all of the facilities being studied. Generally, the businesses in the district are operated by interesting characters. The quality of the goods, particularly the produce, fruits and meats, is excellent. The physical setting, which largely consists of early 20th century renovated buildings, provides the area with a sense of history and the past traditions of the marketplace. The

marketplace is also a safe environment. Finally, the variety of goods, as well as the restaurants, combine to make the area a very pleasant place to spend time on either a regular or casual basis.

Infrastructure Impact

The marketplace and the subsequent developments have put pressure on the vehicular traffic routes in the area. No other negative effects are apparent.

3.5 HARBORPLACE

GENERAL INFORMATION/FACILITY DESIGN/PHYSICAL REQUIREMENTS

City

Baltimore, Maryland

Metropolitan Population

2,200,000 (1981 census)

Type of Market

Festival Market

Location

Downtown waterfront site, bordered by the Inner Harbor the World Trade Center and the Hyatt Regency Hotel.

Site Area

7 acres

Number of Buildings

Two

Marketplace Gross Leaseable Area

Approximately 141,000 square feet.

Date of (Re)Opening

Opened 1981

Other Major Facilities/Activities Located in the Marketplace District or Within Close Proximity (3 City Block Radius)

Convention Center
Hyatt Regency Hotel (500 room luxury hotel)
National Aquarium
Science Center
World Trade Center

Marketplace Design Characteristics

Approximate date of original buildings:
- new construction 1981

Architectural character and design:

- Harborplace consists of two steel, concrete and glass enclosed pavilions. The Light Street Pavilion is on the western shore and the Pratt Street Pavilion on the northern shore.
- The form and scale of the two new buildings have a strong symbolic resemblance to the wharf buildings that once occupied the site - even the pennants that fly from the green corrugated metal roofs are replicas of those once used to signal which ships were berthed at the time. The two storeys have been designed with porticos that interrupt the linearity of the shed like roofs.
- Exposed structural systems and duct work, quarry tile flooring and ceramic tile walls are the principle interior finishes.
- Lighting is mercury vapour from industrial pendant type fixtures with incandescent fixtures providing accent lighting.

Brief Description and Number of Marketplace Businesses

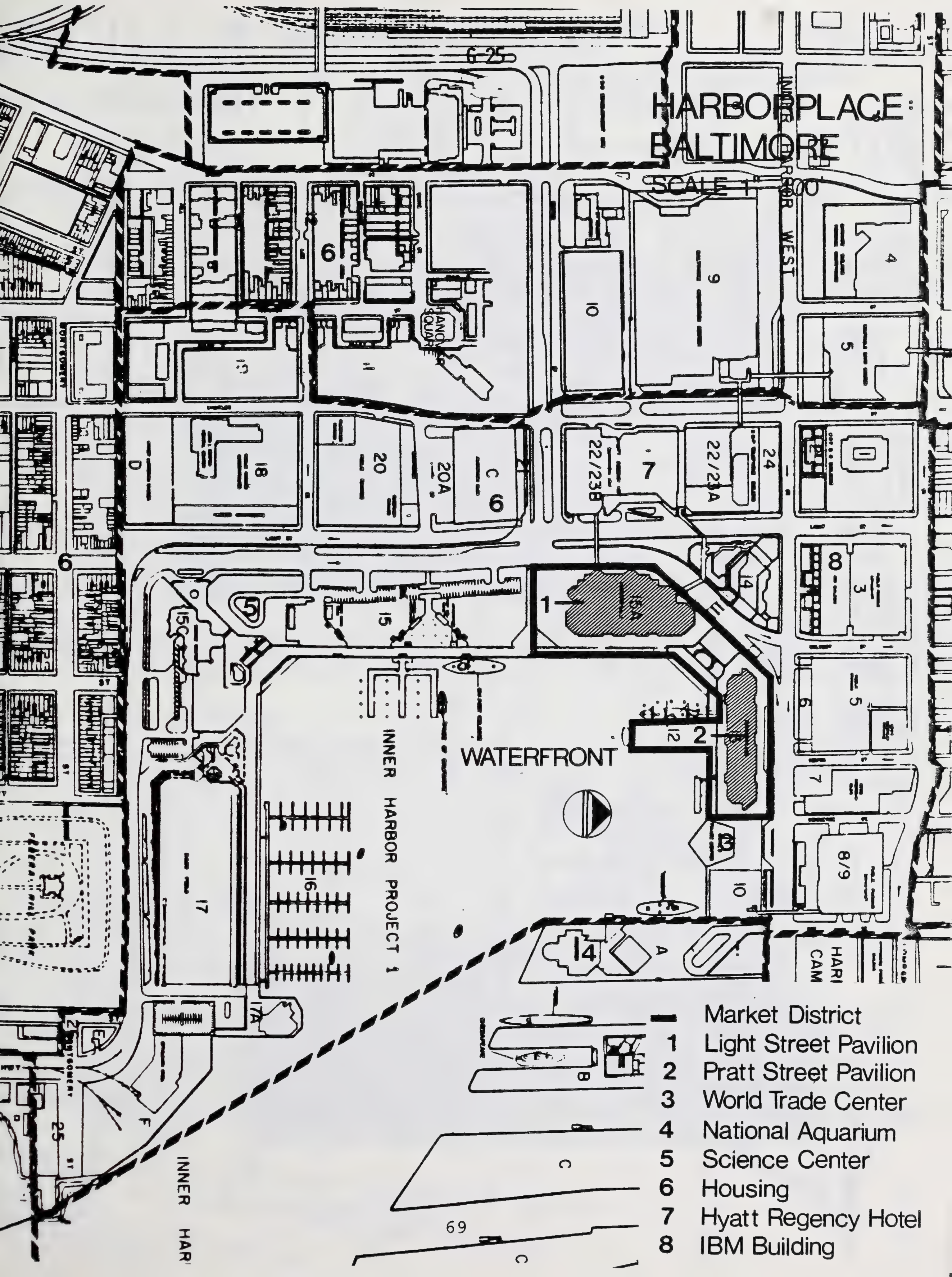
The two buildings house approximately 250 mostly owner-operated businesses - this includes a number of 'pushcarts' (small four-wheeled carts which one person generally owns and operates).

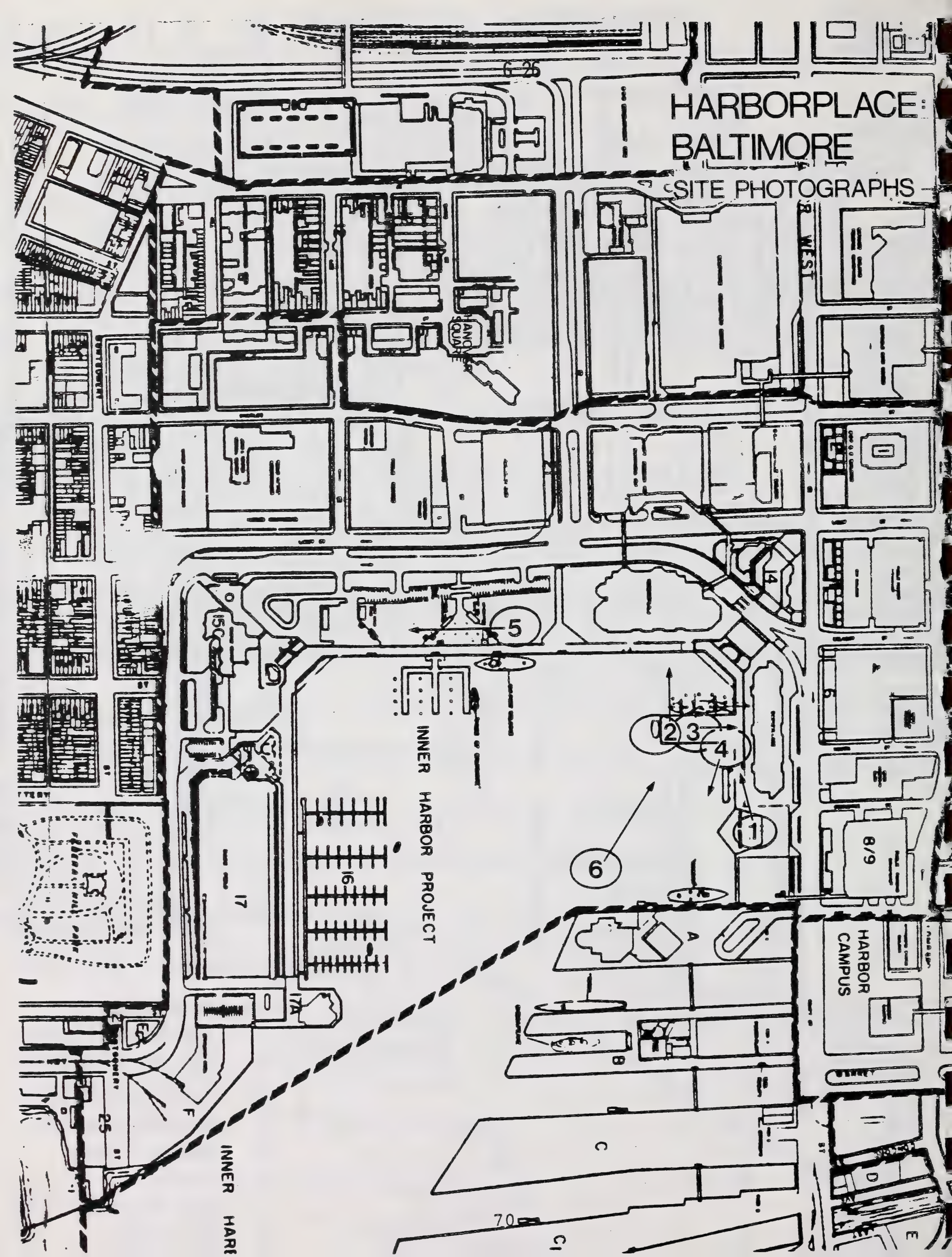
The Light Street Pavilion (the larger of the two buildings) is primarily a food pavilion offering fast foods, specialty take home foods and a number of sit down restaurants and lounges. The 'pushcarts' selling a variety of specialty items (left handed accessories, Japanese umbrellas, cotton sweaters, etc.) also occupy this pavilion.

The Pratt Street Pavilion consists primarily of specialty dry goods shops, as well as a few restaurants.

Harborplace is in close (three blocks) proximity to the Baltimore Financial District.

Streetplayers are a common marketplace feature.


HARBORPLACE:
BALTIMORE
SCALE 1" = 400'
WATERFRONT
INNER HARBOR PROJECT 1
INNER HARBOR
Market District
1 Light Street Pavilion
2 Pratt Street Pavilion
3 World Trade Center
4 National Aquarium
5 Science Center
6 Housing
7 Hyatt Regency Hotel
8 IBM Building



HARBORPLACE
BALTIMORE
SITE PHOTOGRAPHS
INNER HARBOR PROJECT
HARBOR CAMPUS
1
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14
15C
16
17
17A
8/9
25
70
A
B
C
D
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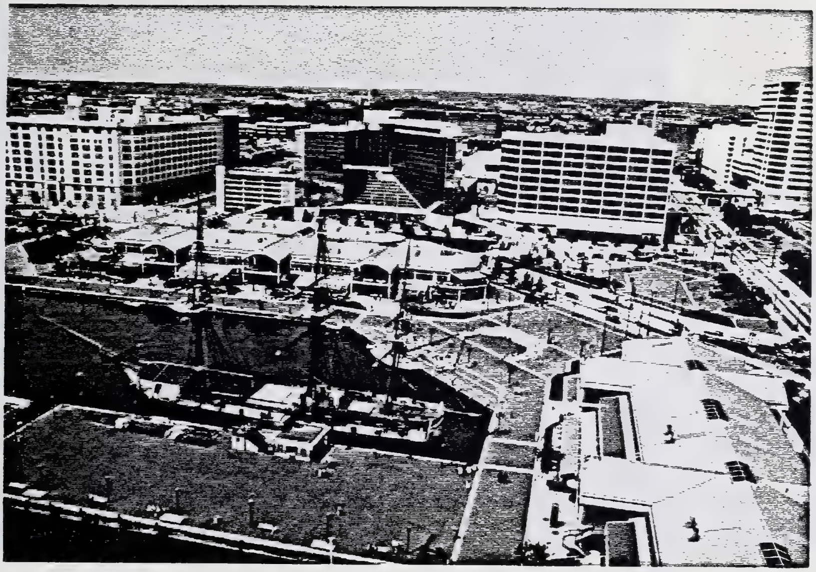
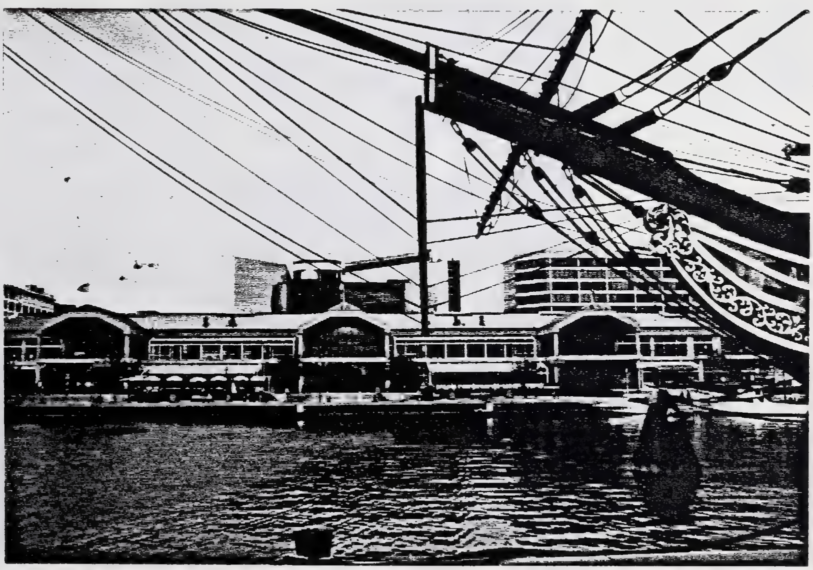


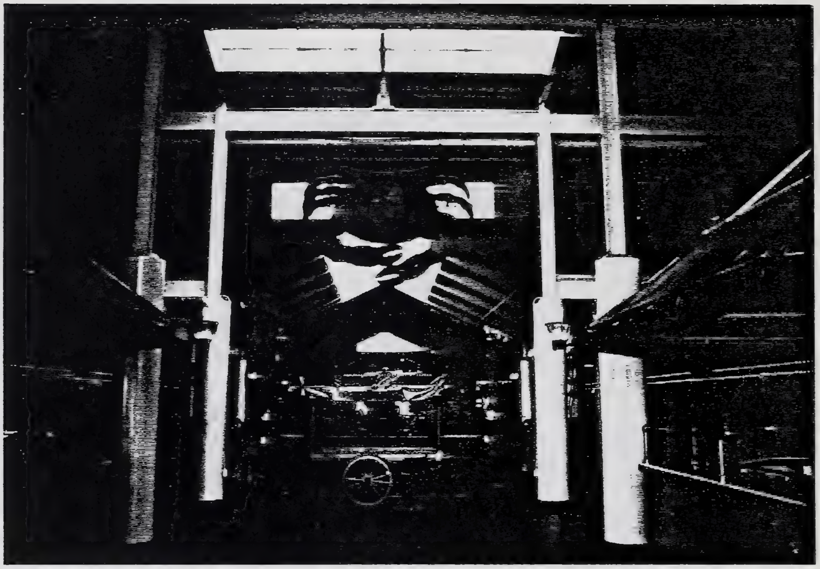
1

Bird's eye view of market district



2

Light Street Pavilion



2.1

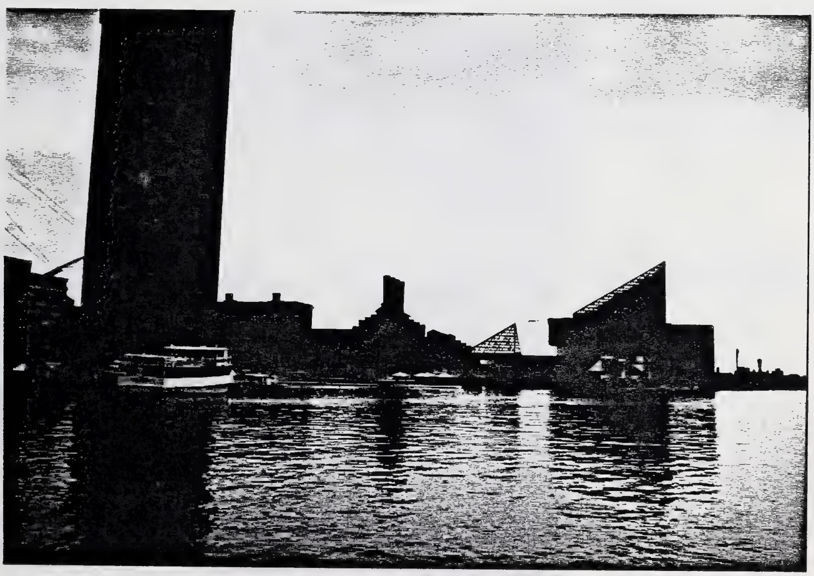
Interior Light Street Pavilion

2.2

Interior Light Street Pavilion

3

Pratt Street Pavilion



4

World Trade Center and National Aquarium

5

Science Center

6

Panoramic view of Inner Harbor

SERVICES AND FUNCTIONS

Access

Several vehicular (private and public transit) and pedestrian routes provide easy access to Harborplace. There is also water access and a pier for boat docking.

Parking (3 city block radius)

Approximately 13,000 surface and parkade parking stalls are located in the immediate vicinity. Parking is not a problem.

Loading/Unloading

Loading/unloading docks exist which are cut off from public view.

Signage

Signage is simple reminiscent of painted wood marketplace signage of the past.

Public Seating

Ample public seating in the form of individual benches as well as clusters of tables and chairs exist.

Washrooms

Washrooms are not clearly marked, apparently to discourage public use.

Garbage Removal/Storage

Garbage is collected from each tenant and wheeled to a central compacting area. The system works efficiently. Each permanent tenant has a storage area included with his leased space.

Operating Hours

Retail Shops are open daily from 10:00 a.m. to 9:30 p.m. Restaurants/Cafes are open 11:00 a.m. to midnight or later.

DEMAND AND UTILIZATION

Average Number of Per Annum Visitors

Marketplace officials estimate that approximately 20 million people visit the facilities annually (1983 figures).

User Profile

No user profile information is readily available.

Reasons Put Forth for the Popularity of the Facility

The festive atmosphere of the marketplace was assumed to be the key reason why people visited the facility according to marketplace officials. The 'festive' atmosphere is created by:

- personalities of owner-operated merchants
- design character and setting of the marketplace buildings
- type of goods offered for sale and the packaging
- presence of streetplayers to entertain visitors
- presence of other people attracting facilities in the immediate area

HISTORY/DEVELOPMENT STRATEGY

In 1965, a private non-profit corporation was formed to encourage and assist development in Baltimore's Inner Harbor area.

240 acres were slated for redevelopment.

Called the Charles Center-Inner Harbor Management Inc., this group is responsible, through annual renewable contracts with the city, for implementing the city's planning objectives by attracting private investors and arranging financing.

In 1968 work began to rebuild the Inner Harbor.

In 1977 the Rouse Co. requested the Inner Harbor commercial development rights.

Modifications were made to the renewal plans to allow two buildings on the corner of Pratt and Light Streets instead of three buildings on Light Street.

During the same year, a bill was introduced in City Council to eliminate commercial zoning in the Harbor district in order to preserve existing open space.

Following the bill, a group called The Citizens for the Preservation of the Inner Harbor was formed.

Early in 1978, City Council gave final approval to Harborplace, however, shortly afterwards a referendum petition opposing Harborplace was presented to the mayor.

Late in 1978, Harborplace was approved in a city-wide referendum election.

Groundbreaking for Harborplace was started January 30, 1979, with completion of the project in July 1980.

OWNERSHIP/MANAGEMENT/OPERATIONS

Ownership

The Rouse Co., through its subsidiary Harborplace Limited Partnership, own the buildings but lease the land from the City of Baltimore.

Management and Operations

The Rouse Co., through its subsidiary, manages and leases space to tenants.

A General Market Manager oversees the entire project. A Director of Marketing, a Director of Leasing, a Director of Operations and Maintenance, and a Director of Security report to the Market Manager. Each director has a number of staff which they oversee.

Tenants are responsible for complying to a lengthy set of lease conditions which spell out tenant improvement requirements, hours of operation, termination of lease, etc.

COMPATIBLE/INCOMPATIBLE MARKETPLACE USES AND ADJACENT USES

The marketplace uses, as well as the surrounding uses, are extremely compatible.

Within the marketplace for example, an office worker may have lunch at one of the pavilions and then proceed to purchase some items from one of the many specialty shops - similarly, a tourist who has come to visit the nearby aquarium or science center may visit Harborplace for a meal or simply to browse.

Because there are several activities which attract people in a very concentrated area all the facilities (including hotels) appear to benefit.

Although the majority of buildings are new, the design quality of the projects is very high. Many projects have been recognized publically for their design excellence.

ECONOMICS OF DEVELOPMENT

Capital Costs

The two pavilions were built for a capital cost of $20 million U.S. (not including tenant improvements).

The land has been leased from the city for 75 years at roughly $100,000.00 per annum plus real estate taxes.

Operating Costs/Other Economic Information

Operating costs are not available from the Rouse Co.

Rouse Co. officials claim that gross sales in the past three years has been approximately $160 million with sales per square foot at approximately $400.00. Rouse Co. officials state that the project would not have proceeded without public funding in terms of the land lease rate as well as the many public improvements (the pier area, street lighting infrastructure system, etc.).

Lease Arrangements and Rents

Leases are negotiated on an individual basis. Terms vary according to how badly the Rouse Co. wants the tenant and vice versa.

Rents vary considerably and are based on a set minimum as well as a percentage of gross sales. Minimum rates range between $30.00 to $35.00 per square foot. However, some fast food outlets reportedly pay over $100.00 per square foot.

IMPACT OF THE FACILITY

"A remarkable feat, as significant to the recovery of our cities as the invention of the pedestrian mall ... a triumph".

Wolf Von Eckardt
Washington Post (July 1980)

Social Impact

Harborplace is part of the very successful Inner Harbor Redevelopment started in Baltimore in the late 1960's. Several of the facilities and activities in the redeveloped area have been very successful at attracting people in great numbers. Harborplace offers the public a place where they can shop, browse or meet people in a safe, social setting. The development is particularly significant in view of the fact that the area consisted of dilapidated old warehouses not too long ago.

Economic Impact

Harborplace has not only been a successful business venture for the developers, but also for the tenants, the city and the state governments. Sales per square foot are among the highest in the country. Harborplace has also provided important job opportunities. 954 men and 1,190 women make up the workforce. More than two-thirds of these jobs are held by residents of the city. The Inner Harbor area continues to attract new development to the inner city area. Within the harbor area alone, at least 30 projects are currently being reviewed by the Charles Center Inner Harbor Management Inc. These pending projects represent $630 million, U.S. in potential construction.

Cultural/Entertainment Impact

Harborplace is just one of the recent developments which now border the historic Inner Harbor waterfront area. The Inner Harbor area has now become the unofficial center of the city. Visitors to Harborplace can also take advantage of several other facilities and activities in the Inner Harbor area which includes the aquarium, the science center and the public viewing area at the top of the World Trade Center. Perhaps most importantly, the Inner Harbor area has become a source of pride in the city for Baltimorians.

Infrastructure Impact

No negative impacts of the facility are apparent at present.

3.6 FANEUIL HALL MARKETPLACE

GENERAL INFORMATION/FACILITY DESIGN/PHYSICAL REQUIREMENTS

City

Boston, Mass.

Metropolitan Population

2,806,000 (1981 census)

Type of Market

Festival Market

Location

Downtown site bordered by Boston City Hall, Waterfront Park, Hay Market and the Financial District.

Site Area

6.5 acres

Number of Buildings

Three

Marketplace Gross Leaseable Area

Approximately 362,459 square feet

Date of (Re)Opening

Re-opened 1976-1978

Other Major Facilities/Activities Located in the Marketplace District or Within Close Proximity (3 City Block Radius)

Boston City Hall
The Bostonian Hotel (153 room luxury hotel - opened 1982)
The Marriot Long Wharf Hotel (395 room luxury hotel - opened 1982)
The New England Aquarium
Harbor Tower Condominiums
Hay Market Farmers' Market

Marketplace Design Characteristics

Approximate date of original buildings:
- 1826

Architectural character and design:

- Greek Revival granite buildings which have now been recycled to accommodate their new uses.
- Each building is slightly over 500 feet long and 50 to 66 feet wide.
- The buildings are listed on the National Register of Historic Places because they formed one of the most impressive, large scale urban developments in the U.S. during the 19th century.
- Quincy Market, located between the North Market and the South Market, is the focal building of the project. This three level structure (basement plus two storeys) offers a variety of fast food outlets, as well as fresh produce and fruit stalls on the main and basement levels. The second level is reserved as a meeting hall for parties, receptions, etc. The north and south sides of Quincy Market are covered by glass canopies - restaurants, pushcarts (called the Bull Market) and produce stands occupy these areas. A 10 foot wide aisle runs the length of the main level of Quincy Market with fast food outlets, etc., on either side. Access to the lower level and the upper level are by individual stairs, (there are no central walkways on the other two levels).
- The North and South Market Buildings are principally made-up of specialty retail shops (jewellery, jogging accessories, etc.), restaurants and commercial office space.
- Access to the six level North and South Market Buildings is by separate entrances. No central circulation system ties the entire complex together.
- General lighting in Quincy Market is provided by fluorescent valence type fixtures which reflect off the relatively low ceilings (10 to 12 feet). Accent lighting is provided by incandescent fixtures.
- Lighting in the South and North Market buildings is principally by incandescent fixtures.
- Floors are generally quarry tile in the public areas.
- Streetplayers are a common marketplace feature.

<u>Brief Description and Number of Marketplace Businesses</u>

Within the three marketplace buildings there are approximately 150 mostly owner-operated retail businesses.

Of the approximately 363,000 square feet of leaseable space, approximately 220,000 square feet is devoted to retail use with the remainder reserved as commercial office space and some tenant storage.

The retail businesses are made up principally of small 'quality' fast food outets, restaurants and bars, and specialty retail shops and pushcarts.


G-31
FANEUIL HALL MARKETPLACE:
BOSTON
SCALE 1"=400'
WATERFRONT
1
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9
9
Market District
1 Quincy Market
2 South Market
3 North Market
4 Faneuil Hall Bldg.
5 Boston City Hall
6 Bostonian Hotel
7 Marriott Long Wharf Hotel
8 New England Aquarium
9 Harbor Towers Condos

FANEUIL HALL MARKETPLACE: BOSTON

SITE PHOTOGRAPHS

1

Bird's eye view of market district

2

Streetplayer performing in front of Quincy Market

3

Walkway between North and Quincy Markets

3.1

Interior Quincy Market

4

Bostonian Hotel

5

Harbor Towers Condos

6

Marriott Long Wharf Hotel

7

New England Aquarium

SERVICES AND FUNCTIONS

Access

Although several vehicular (private and public transit) routes provide access to the marketplace, the generally high level of downtown traffic makes access difficult (particularly in comparison to Calgary standards).

Parking (3 city block radius)

Approximately 5,000 surface and parkade parking stalls are located in the immediate vicinity. Convenient parking is a problem combined with the traffic congestion in the area.

Loading/Unloading

Separate loading bays do not exist. This adds to the 'festive' spirit of the marketplace.

Signage

Signage is simple reminiscent of the painted wood signs of traditional marketplaces.

Public Seating

Ample public seating exists particularly on the cobblestone pedestrian walkways which separate the buildings.

Washrooms

Several washrooms exist which are clearly marked.

Garbage Removal/Storage

Garbage is removed from tenant spaces by large bins and rolled to a central compacting area at the east end of the marketplace. Garbage bins going back and forth along the pedestrian walkways is a common but not particularly pleasant sight. Tenants have little storage available attached to their leased premises and what other storage that does exist is very expensive to rent.

Operating Hours

Retail Shops	- Monday-Saturday	10:00 a.m. to	9:00 p.m.
	Sunday	12:00 p.m. to	6:00 p.m.
Restaurants/Cafes	- daily	11:00 a.m. to	12:00 a.m. (or later)

DEMAND AND UTILIZATION

Average Number of Per Annum Visitors

Marketplace officials estimate that approximately 16 million people visit the facilities annually (1983 figures).

User Profile

Little user profile information is available, however, a visual survey indicated that clientele is principally white of all ages. Tourists make up approximately 70 percent of the total sales volume. Spring, summer and fall are the busiest months.

Reasons Put Forth for the Popularity of the Facility

The festive atmosphere of the marketplace was assumed to be the key reason why people visit the facility according to marketplace officials. The 'festive' atmosphere is created by:

- personality of owner-operated merchants
- design character and setting of the marketplace buildings
- type of goods offered for sale and the packaging
- presence of street players to entertain visitors

HISTORY/DEVELOPMENT STRATEGY

By 1959, after 130 years of active use, Quincy Market was mechanically outdated and choked with the traffic of an intense wholesale trading center. Steps were taken to build a larger wholesale center away from the city, at the Quincy Terminal in South Boston. The future of the Faneuil Hall Market buildings were questioned as Boston's Urban Renewal Program planned the overhaul of the central city.

In 1963, the Boston Redevelopment Authority (B.R.A.) began acquisition of the North and South Street buildings.

A physical survey of the market buildings in 1964 convinced the B.R.A. Director that the entire area should be preserved. But how and why? A search for a 'preservation rational' began as surrounding buildings were demolished to make way for a new Government Center development.

The first redevelopment proposal to retain and rebuild the original buildings as a marketplace was made to the B.R.A. by architect Benjamin Thompson in 1966.

Using locally donated funds, the B.R.A. prepared proposals to obtain a Historical Preservation grant from H.U.D. in 1967.

A comprehensive report on Faneuil Hall Marketplace by the Architectural Heritage Inc. and the Society for the Preservation of New England Antiques, resulted in a grant to Boston of $2 million to underwrite the developer's cost of building restoration.

By 1970, the B.R.A. published a developer's kit for bids on the three market blocks.

In June 1971, the B.R.A. named the winning proposal and development team: Benjamin Thompson & Associates (architect) and Van Arkle-Moss (developer).

However, the B.R.A. 'de-designated' Van Arkle-Moss as developer after failure to meet the schedule for the construction start.

In April 1972, the B.R.A. invited bids for exterior renovation to the North-South Market Streets, using a $2 million H.U.D. grant and the Stahl-Bennett historical drawings.

The following month, the Rouse Co., after studying the Thompson development plan notified the B.R.A. of its desire to become the developer and to execute the selected plan.

In February 1973, the Boston City Council held two public hearings to evaluate competing proposals. The committee eventually endorsed the Rouse-Thompson solution as realizing the greatest potential for Boston's downtown. Support was received from the business, professional and preservation communities.

The B.R.A., in March 1973, officially designated the Rouse Co. as developer.

It took approximately two years for the Rouse Co. to secure financing for the project because of skepticism in the financial community. Eventually an agreement was signed in February 1975.

The design and recycling of the buildings required three years to complete, with the project being fully completed in 1978.

OWNERSHIP/MANAGEMENT/OPERATIONS

Ownership

The City of Boston owns the buildings and land which it leases to the Rouse Co.

The Rouse Co. has been responsible for the capital costs to recycle the buildings.

Management and Operations

The Rouse Co., through its subsidiary Faneuil Hall Marketplace Inc., manages and leases space to tenants.

Like Harborplace, a General Market Manager oversees the entire project with several directors managing specialized areas. A Director of Marketing, a Director of Leasing, a Director of Operations and Maintenance, and a Director of Security report to the Market Manager. Each director has a number of staff which they oversee.

Tenant leasing arrangements are very similar to the Harborplace project.

COMPATIBLE/INCOMPATIBLE MARKETPLACE USES AND ADJACENT USES

The mix of uses offered at Faneuil Hall have combined to create a development which not only attracts people but is also economically feasible for both the private developer, the tenant and the City of Boston.

Like the other marketplaces studied, there are several characteristics of the uses offered which combine to create a compatible development - a few of these characteristics are as follows:

- absence of chain stores or large department stores
- high proportion of small owner-operated businesses
- high quality of goods and service with an emphasis on food items.
- buildings which have been recycled and possess a distinct character and ambiance.

Faneuil Hall Marketplace includes all of the above features.

The adjacent uses also tend to be very compatible both in terms of contributing to and feeding off the success of the marketplace.

For example, the Financial District although not particularly compatible in terms of its phsycial presence (the architecture) it does have office workers who use Faneuil Hall at lunch hour and after work.

Similarly, the hotels in the area attract visitors because they are close to Faneuil Hall, but in turn, Faneuil Hall benefits from use by the hotel visitors. The same applies to the residential developments in the area.

Generally, the form and character of the adjacent buildings, with the exception of the Financial District, tend to be high density low-rise structures with an historic flavour even though several of the buidings are relatively new (The Bostonian and The Marriot Long Wharf Hotels).

The Harbor Towers high-rise condominiums are really the only buildings which are incompatible within the immediate marketplace district. The scale and the stark concrete finish create an overbearing and sterile presence in the area.

ECONOMICS OF DEVELOPMENT

Capital Cost

The capital cost to refurbish the three marketplace buildings, as well as the public improvements (cobblestone walkways, decorative street lighting, etc.) was $32 million U.S.

Approximately $22 million was raised by the Rouse Co. with the additional funding coming from municipal, state and federal grants.

Operating Costs/Other Economic Information

Operating costs are not readily available from the Rouse Co.

It is reported that the city receives a quarter of the projects' gross rentals (calculated with a $600,000.00 annual minimum).

Gross sales are estimated at approximately $90 million per annum, resulting in sales per square foot averaging out at $350.00, making Faneuil Hall one of the top grossing retail areas in the U.S.

The cost of rehabilitating the space amounted to between $65.00 to $75.00 per rentable square foot.

According to the architects, the cost of reconstruction of the market buildings was about 10 per cent higher than in a typical suburban shopping center.

However, the Rouse, Co. is reported to be recovering its investment at a rate of approximately 20 percent higher than they would normally recover for retail space in a typical shopping center.

Rouse Co. officials acknowledge that the project would not have been possible without public financial assistance.

Lease Arrangements and Rents

Lease arrangements, etc. are very similar to Harborplace.

Leases are negotiated on an individual basis. Terms vary according to how badly the Rouse Co. wants the tenant and vice versa.

Rents vary considerably and are based on a set minimum as well as a percentage of gross sales. Minimum rates range between $30.00 to $35.00 per square foot. However, some fast food outlets reportedly pay over $100.00 per square foot.

IMPACT OF THE FACILITY

"A triumphantly successful downtown center"

Mildred F. Schmertz
Architectural Record (December 1977)

Social Impact

As outlined in other sections, Faneuil Hall Marketplace, since its opening in the late 1970's, has been a whirlwind of activity, attracting metropolitan Bostonians and tourists alike. The marketplace is by no means a producer oriented farmers' market in the traditional sense but rather a specialty retail urban shopping area with a concentration on food (fast foods and sit down restaurants) and specialty dry goods. What makes the marketplace unique is the large number of small, predominantly owner-operated businesses, the historical setting, the inner city location, and the type and quality of goods sold. In this regard, the marketplace has had a very positive social impact on the inner city of Boston.

Economic Impact

The City of Boston, the Rouse Co. and most merchants appear to be pleased with the economic success of the marketplace. The use of public funding to stimulate private investment has worked well in this instance. Faneuil Hall Market was one of the first redevelopment projects in the downtown. Several new and renovated projects have since been developed adjacent to the marketplace.

Cultural/Entertainment Impact

The historic nature of the buildings is a key element which contributes to making a visit to Faneuil Hall Market, not only a shopping experience, but also a cultural experience. The Greek Revival buildings represent the largest single grouping of such buildings in the United States. Like several of the other marketplaces, street players entertain visitors.

Intrastructure Impact

By virtually all accounts the marketplace has been a success. The facility, due to its popularity, however has put added pressure on the vehicular road system. There are also those that argue that the facility is just another example of public funding which supports a facility that predominantly caters to the white middleclass as opposed to minorities.

3.7 SOUTH STREET SEAPORT

GENERAL INFORMATION/FACILITY DESIGN/PHYSICAL REQUIREMENTS

City

New York, New York

Metropolitan Population

8,275,000 (1981 census)

Type of Market

Festival Market

Location

Downtown site bordered by the Financial District, the East River and the Brooklyn Bridge.

Site Area

Approximately 6 acres

Number of Buildings

28

Marketplace Gross Leaseable Area (Fulton Market)

Approximately 60,000 square feet

Date of (Re)Opening

Reopened 1983

Other Major Facilities/Activities Located in the Marketplace District or Within Close Proximity (3 City Block Radius)

The Brooklyn Bridge
Wall Street Financial District
New York City Hall
World Trade Center
Statue of Liberty
The East River

Marketplace Design Characteristics

Approximate date of original buildings:
- Buildings span a 200 year period.

Architectural character and design:

- 19th Century Italianate and Greek Revival buildings and three new structures - the Bogardus Building, the New Fulton Fish Market, and One Seaport Plaza, which with exception of the latter, are very harmonious with the older buildings.
- One Seaport Plaza is a typical, granite clad, 35 storey high-rise.
- The new three storey Fulton Market is built of brick and granite with a hipped metal roof and wide open entrances. The Schermerhorn Row and the Museum Block have granite peers and lintels and upper walls of brick.
- The Bogardus Building, part of the Museum Block, is a four storey structure of steel and glass whose facades have a rhythm of narrow poles, exposed steel beams which evoke the industrial architecture of the 20th Century as much as the cast iron buildings of the 19th Century.
- The new Fulton Market is the centerpiece for the project. Floors are quarry tile with walls and counters primarily ceramic tile. General lighting is provided by large pendant type cannister mercury vapour fixtures. For the most part, the structure and ducts are exposed.
- A cobblestone pedestrian street system with decorative street lighting are the primary public improve features of the development.

Brief Description and Number of Marketplace Businesses

Approximately 200 mostly owner-operated retail businesses exist in the South Street Seaport development.

Goods offered for sale consist primarily of specialty and fast food items as well as specialty dry goods.

The Fulton Market is made up primarily of fast food stalls as well as sit down restaurants.

The restored Schermerhorn Row includes a tool shop, an English pub and a classic sports wear shop for men and women.

Similarly, the Museum Block consists of a variety of specialty shops, as well as seaport museum shops, an environmental theatre and a seaport exhibit gallery.

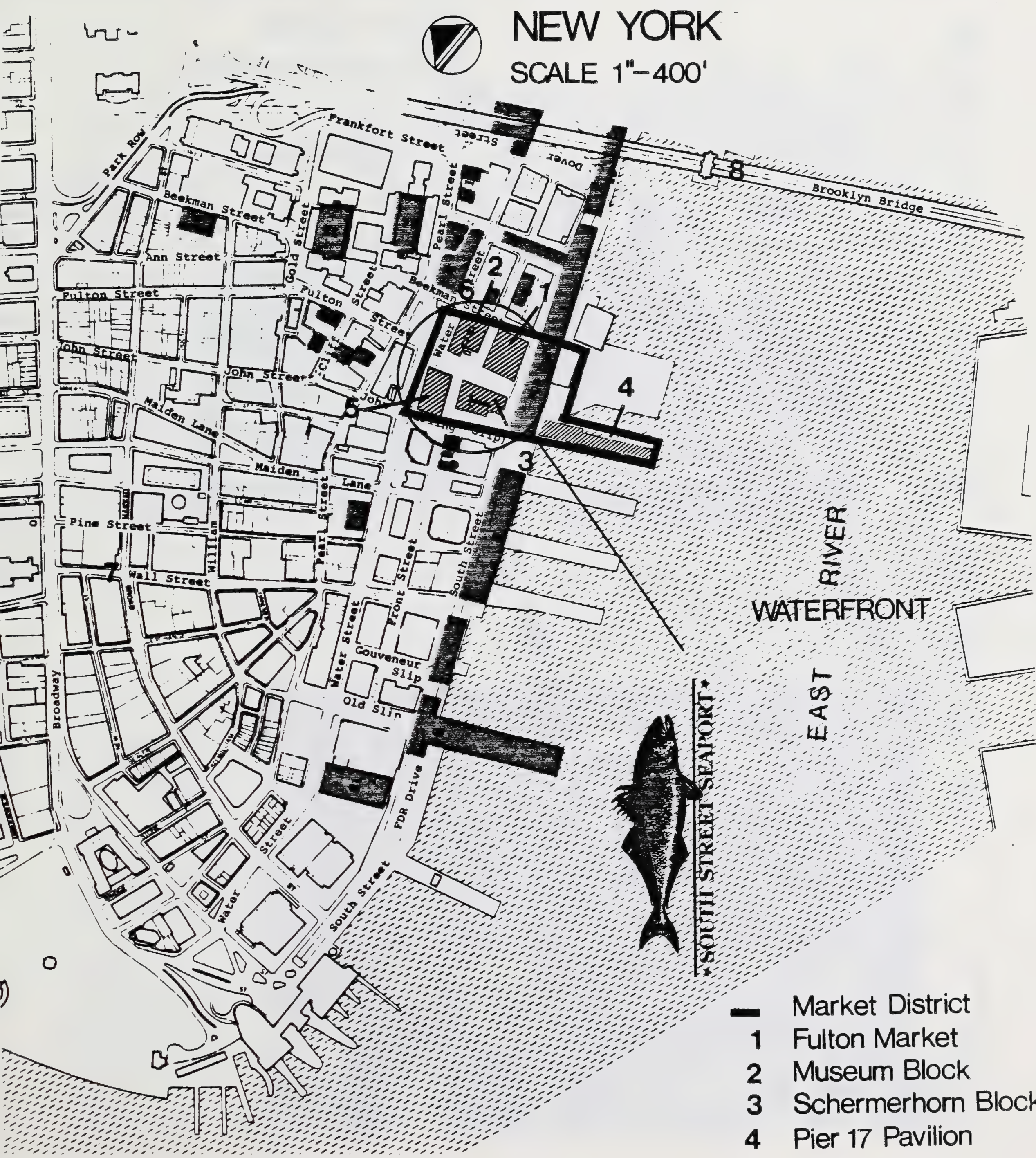
Seaport Plaza contains retail shops at grade with commercial office space above.

Pier 17, a three storey, 125,000 square foot glass and steel, retail pavilion, will be completed in the Summer of 1985. The new pavilion will be supported by a new pier extending into the East River.

In total, there will be approximately 248,000 square feet of gross leaseable retail space in the area.

SOUTH STREET SEAPORT: NEW YORK

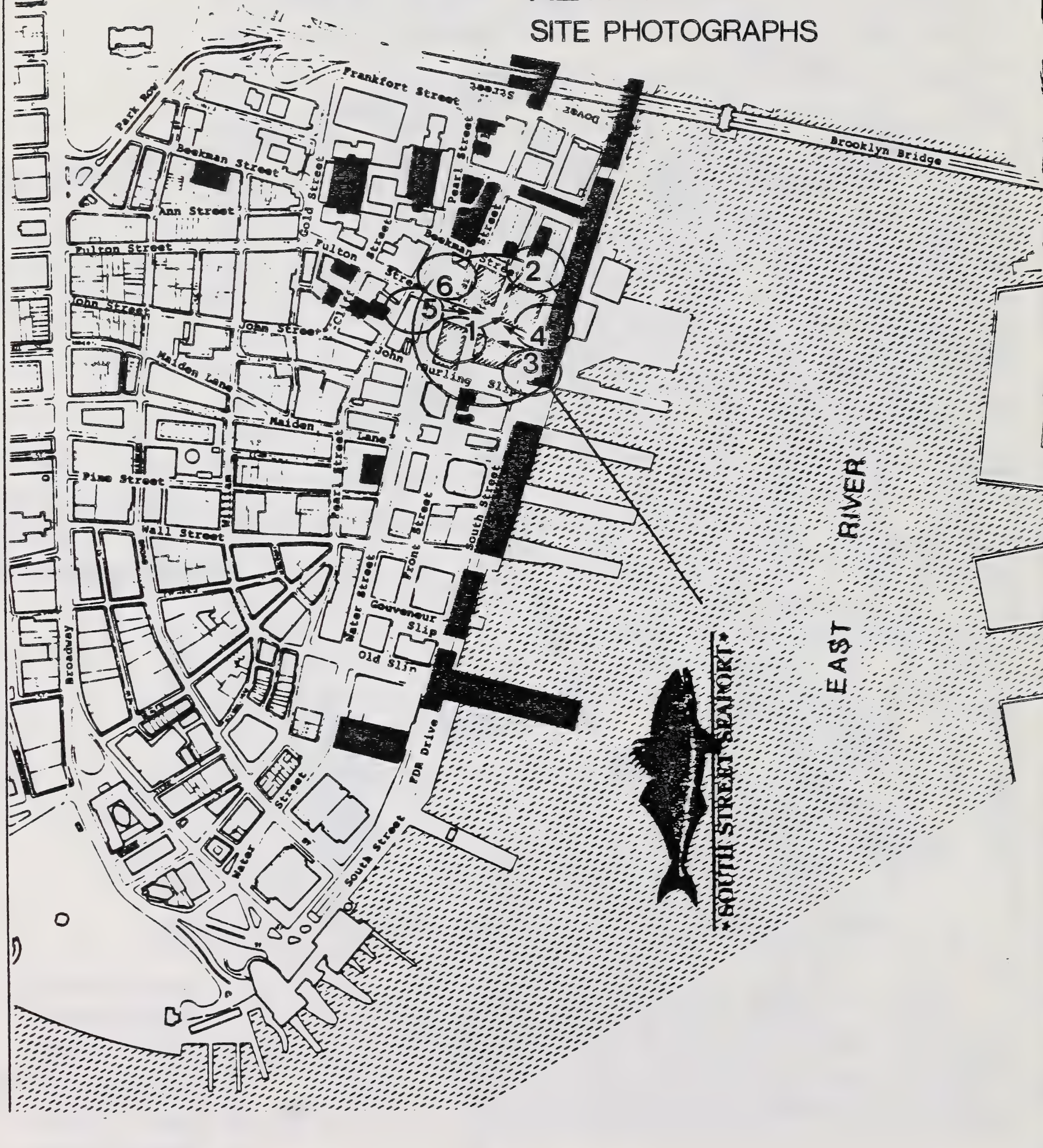
SCALE 1"–400'



- Market District
1. Fulton Market
2. Museum Block
3. Schermerhorn Block
4. Pier 17 Pavilion
5. Seaport Plaza
6. Titanic Park
7. Wall Street
8. Brooklyn Bridge

SOUTH STREET SEAPORT: NEW YORK

SITE PHOTOGRAPHS



1

Fulton Market

1

Fulton Market entrance

1.1

Interior Fulton Market

2

Museum Block

3

Schermerhorn Block with
Seaport Plaza in background

4

Fulton Street

5

Bogardus Building

6

Fulton Street

SERVICES AND FUNCTIONS

Access

Vehicular access to South Street Seaport, like most access routes in Manhattan is extremely congested, particularly in comparison to Calgary standards. All major subway lines stop within reasonable walking distance of the Seaport. Local bus service is also provided through most of the area.

Parking (7 city block radius)

Approximately 3,000 public parking stalls exist in the immediate vicinity. Although Rouse Co. officials say that enough parking exists, close to 500,000 people work within a 10 minute walk of the development which tends to put pressure on the parking.

Loading/Unloading

Loading/unloading docks exist which are cut off from public view.

Signage

Signage is simple, reminiscent of the painted wood signs of traditional marketplaces of the past.

Public Seating

Ample public seating exists in and around the marketplace building.

Washrooms

Washrooms are not clearly marked, apparently to discourage public use.

Garbage Removal/Storage

Garbage is collected from each tenant and wheeled to a central compacting room within the Fulton Market building.

Tenants have their own storage area as part of the leased stall space.

Operating Hours

Retail Shops - Daily 10:00 a.m. to 10:00 p.m.
Restaurants - Daily 10:00 a.m. to 12:00 a.m. (or later)

DEMAND AND UTILIZATION

Average Number of Per Annum Visitors

Marketplace officials expect to attract 18 million visitors per annum.

User Profile

No user profile information is available.

Reasons Put Forth for the Popularity of the Facility

The festive atmosphere of the marketplace was assumed to be the key reason why people visited the facility according to marketplace officials. The 'festive' atmosphere is created by:

- personality of owner-operated merchants
- design character and setting of the marketplace buildings
- type of goods offered for sale and the packaging
- presence of streetplayers to entertain visitors

HISTORY/DEVELOPMENT STRATEGY

Located in the shadow of the 100 year old Brooklyn Bridge on the banks of Lower Manhattan's East River, the new South Street revival is the result of a 16 year struggle by a persistent group of citizens.

The oldest buildings in the complex date back to 1797. During its prime South Street Seaport was a chaotic whirlwind of activity. Within the Seaport's eleven block area were taverns, stores and warehouses where captains, merchants and bankers pushed their wares and struck bargains. Since 1822, the Fulton Fish Market has always been an active center selling fish, meat and other foods to wholesalers, retailers and local households. But, slowly South Street Seaport declined. Sail gave way to steam and ships headed for the deepwater piers of the Hudson River. By the 1950's all that remained was the Fulton Fish Market.

The first step towards revitalization was in 1967 with the establishment of the South Street Seaport Museum begun by a group of concerned New Yorkers and lead by advertising executive Peter Stanford and supported by shipping magnate Jakob Isbrandtsen. With the support of the private sector, the project became more than just a collection of artifacts. The Museum was intended to

make visible the history of the port at a special time - to show by what means it grew to greatness and then in the course of many years came to be threatened by extinction. Among the major contributors were Laurance Rockefeller, the Astor Foundation, Exxon, and Time Inc. In time, the museum began to acquire real estate along with old vessels and naval paraphenalia.

Twelve years later (1979), a partnership was created among the museum, the Rouse Co. and the city and state of New York with the intention of extending the museum's influence over the entire seaport area. A major marketplace was viewed as a vehicle to add vibrancy and excitement to a dilapidated area, as well as a means of generating revenue that would offset the staggering costs of restoration and maintenance.

The first phase of the South Street Seaport project officially opened in July 1983. Featured in this phase are the Fulton Market Building, the Museum Block and the Schermerhorn Row Block. The second phase of the project which includes the Pier 17 Pavilion, a pedestrian thoroughfare and the Seaport Plaza is expected to be completed in 1985.

OWNERSHIP/MANAGEMENT/OPERATIONS

Ownership

New Fulton Market Building - Seaport Marketplace Inc., an affiliate of the Rouse Co.

Museum Block - South Street Seaport Museum (non-profit foundation).

Schermerhorn Row Block - New York State Urban Development Corporation.

Pier 17 Pavilion - Seaport Marketplace Inc.

One Seaport Plaza - Jack Resnick & Sons

All land is leased from the Museum Foundation which in turn leases the land from the City of New York.

Management and Operations

Seaport Marketplace Inc. is responsible for the management and leasing of all the retail space while Cushman and Wakefield handle the office leasing.

The management structure is very similar to both Harborplace and Faneuil Hall.

COMPATIBLE/INCOMPATIBLE MARKETPLACE USES AND ADJACENT USES

With the exception of One Seaport Plaza, the mix of uses offered at South Street Seaport are very compatible and serve the public well; both in terms of activities/goods offered and the harmony of the historic architecture.

Unfortunately, One Seaport Plaza is not in character with the other buildings. The height and density of the building tends to dominate and dwarf the remaining South Street Seaport buildings.

In terms of adjacent developments, South Street Seaport tends to be an enclave unto itself. Although there is little harmony between the development and the adjacent developments, at least in terms of architectural styles and uses, it is acknowledged that the Seaport development relies heavily on the Wall Street office crowd, particularly for lunch time use.

The uses offered at South Street Seaport (with the exception of the commercial office space) tend to be attractive to people for non-work related activities.

ECONOMICS OF DEVELOPMENT

Capital Costs

The total capital costs for the development (including Pier 17) is expected to be $350,555,000 with private funding making up $289,500,000 (82 percent) and public funding amounting to $61,050,000 (18 percent).

Public funding was received from the city, state and federal governments.

Capital costs for the Fulton Market was $15.8 million.

Operating Costs/Other Economic Information

Operating costs are not readily available from the Rouse Co.

Sales per square foot are expected to be over $400.

Lease arrangements with tenants are very similar to Harborplace and Faneuil Hall.

IMPACT OF FACILITY

"It is a project dedicated to hum, bustle and the retail dollar."

Douglas Davis
Newsweek (August 1983)

Social Impact

South Street Seaport is somewhat of an island in the midst of the Lower Manhattan Financial District. It has been described as the newest kind of 'urban park'.[1] It is at once a collection of retail buildings, an 11 block historic district, a mixed-use complex of museum, wholesale and retail trade and offices all working together to create a multi-dimensional place for people to shop, browse, work, or simply be with other people. Like several of the other market-places, it appeals to people on several different levels. In this regard, South Street Seaport has been heralded as a welcomed redevelopment and rehabilitation project in its Lower Manhattan location.

Economic Impact

South Street Seaport is yet another example where public spending has been used to stimulate private investment. According to Rouse Co. officials, the project appears to be doing well. The project is strategically placed to take advantage of the tremendous number of residents and tourists in the New York area. The facility, in the past year, has become a popular lunch place for the neighbouring financial community. As yet, there is no indication that the project has stimulated any further investment opportunities adjacent to the redevelopment area.

Cultural/Entertainment Impact

Again, like several of the other marketplaces, South Street Seaport is made up of a number of restored historical buildings. These buildings, and in particular, the history associated with these buildings, provide the visitor with not only a retail shopping experience, but also a cultural experience. Buying and selling have been the lifeblood of the seaport since it rose from mud and land fill in the 18th century. The Seaport District is now listed on the National Register of Historic Places and represents the last vestige of the 19th century part that made New York a world center of commerce. Streetplayers entertain visitors on the cobblestone streets which wind through the historic district.

Infrastructure Impact

South Street Seaport has put even greater pressure on an already overloaded infrastructure system. Traffic and parking, particularly by Calgary standards, are a nightmare.

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1 Bremner, Architectural Record, p. 98.

4.0 ISSUES RELATED TO THE ESTABLISHMENT OF A CALGARY MARKETPLACE

4.1 Common Marketplace Attributes

The design of the facilities vary according to the particular design philosophies and objectives of each marketplace. Following are several examples of how the marketplaces are similar or different to one another in terms of facility design and physical requirements.

The Granville Island Public Market, Pike Place Market, St. Lawrence Market, and the Byward Market all have a strong emphasis on selling essential fresh food items for take home purposes. On the other hand, Faneuil Hall Marketplace, Harborplace and South Street Seaport are primarily geared towards offering non-essential specialty food and dry good specialty items. Most of the food items offered are for consumption on the premises.

With the exception of Seaport Plaza at South Street Seaport and the North Market at St. Lawrence Market, any new buildings that have been constructed have usually been very sensitive to the architectural character of historical buildings in the immediate area or to the architectural heritage of the past. For example, Harborplace, an example of new construction, takes its sylistic cues from the wharf buildings of the past. The same could be said about the Fulton Market Building in the South Street Seaport project. Where buildings have been renovated or restored, the results have generally been very successful, particularly in maintaining the original design integrity and character of the buildings.

In terms of actual design of the buildings, there are significant differences in circulation systems, number of storeys, spacial volumes, lighting, and finishes. For example, the South Market of St. Lawrence Market has high ceilings, wide pedestrian aisles and considerable natural and artifical lighting filling the space. On the other hand, Pike Place Market (the main market building) has low ceilings, narrow pedestrian aisles and low light levels. However, there are general similarities among the marketplaces. Pike Place Market, St. Lawrence Market and the Byward Market appear to be less rigid and uniform in design compared to Faneuil Hall and particularly South Street Seaport and Harborplace. For example, where you would find smooth trowelled concrete floors and a variety of signage types at St. Lawrence Market, Harborplace would have quarry tiled floors and considerable regularity in the signage.

It is perhaps significant to note that five of the seven marketplaces are either on waterfront sites or within close proximity to water. The Byward Market and the St. Lawrence Market are the two exceptions to this general trend.

The attitude towards parking differs depending on the facility. For example, parking at Granville Island has been thoughtfully designed into the street system. There are no multi-level parkades. On the other hand, parking around St. Lawrence Market is restricted to large surface parking lots. As a general rule, the less dynamic the facility, the more important the parking requirements.

The availability of parking is often a contentious issue. Merchants are seldom happy with the degree of parking provided, while management often feels there is adequate parking. Perhaps the most important question to be asked is: To what degree does the parking situation discourage the public from visiting the marketplaces? None of the marketplaces appear to be suffering from a lack of attendance, therefore, one must assume that the parking provided is adequate. However, it is the opinion of this researcher that attendance would increase at Faneuil Hall, Pike Place Market and South Street Seaport if more parking was provided. It is interesting to note that Faneuil Hall had less than one hundred parking stalls available in the market area for several years after it opened, but continued to be a very popular facility. Because of it's unique nature, Faneuil Hall had, and still has, the ability to attract people despite the parking problems. It is also acknowledged that what may be acceptable in Boston or New York, or even Vancouver in terms of parking, may not be acceptable in Calgary. This is an important principle that applies to more than just parking.

When reviewing each marketplace, it was determined by the researcher to be a successful function if the loading/unloading of service vehicles was visible to the public. It is believed that this process adds to the 'vitality' and 'excitement' of the market which is, of course, a goal of any marketplace. For example, people at Granville Island often follow the goods off the trucks and into the marketplace pavilion, where they might end up purchasing the goods. By hiding this process from public view, the marketplace moves one step closer to emulating the typical shopping center experience, which in the context of this study, is not desirable. However, on the other hand, it is recognized that in certain instances, the combining of public activities with loading/unloading activities can create severe vehicular congestion on the roadways in and around the marketplace area, (Byward Market and Pike Place Market). This congestion could ultimately discourage people from using the facilities. Once again, trade-offs are important to acknowledge. Occasionally, the results may not please all of those coming in contact with the marketplace facilities.

Various surveys and discussions with marketplace officials and merchants indicate that 'atmosphere' and 'quality/variety' of goods and service are the two leading reasons that people visit

the marketplace. 'Atmosphere' is a combination of the following factors: character and personality of the merchants, street-players, style and character of marketplace buildings, packaging/ display of goods, and location or setting of the marketplace.

Although user profile information is generally not available, what information is available, as well as visual observation, would appear to indicate that the marketplaces are frequented most often by the white middleclass, of varying ages.

It is interesting to note that although none of the facilities were designed to cater to the tourist (with the possible exception of South Street Seaport), it is evident that tourist traffic is important, to varying degrees, to the success of all the facilities.

The metropolitan population sizes of the marketplace cities vary substantially, however, this does not appear to have a significant effect on the popularity of the facilities.

The emphasis in terms of uses within the marketplaces tend to favour businesses with the following characteristics:

- owner-operated local businesses;
- non-chain type or department store businesses;
- relatively small rental areas, resulting in a higher ratio of business to unit floor area, compared to the typical suburban shopping mall;
- goods offered for sale tend to be high quality food and/or non-essential specialty retail items.

There are several ramifications that stem from the above usage characteristics which contribute to the public popularity of the marketplace. For example, the small owner-operated businesses tend to provide customers with a high degree of personalized service. The nature or type of quality goods offered, as well as the packaging of the goods, tend to provide the public with an alternative shopping experience to the typical suburban shopping mall which consists of chain stores and larger department stores. Due to the high ratio of merchants to floor area, there tends to be a significant amount of activity on the marketplace premises before the public arrives everyday. However, the activity generated by the merchants is often passed onto shoppers. Marketplace officials believe that the above usage characteristics contribute significantly to the overall success of the facilities.

The contribution that adjacent uses make to the marketplace differ depending on the facility. For example, the skid row district adjacent to the Pike Place Market would be considered as an incompatible usage. Marketplace officials have stated that they are aware that the neighbouring area probably does reduce the

public appeal of the marketplace. However, there is hope that the dilapidated buildings and activities such as prostitution, etc., associated with the area will be improved in the future. Already new residential and commercial buildings are springing up around the marketplace and it is hoped that this trend will continue.

The area adjacent to South Street Seaport is principally made up of commercial office space representing the Wall Street Financial District. In terms of contributing to the Seaport development with respect to compatible uses it would have to be said that there is little overlap, particularly with regard to the mood and spirit of the two areas. However, it is acknowledged that the Seaport area does attract a substantial number of office workers, particularly during lunch hour. This condition certainly contributes to the economic success of the facility. Thus, although there really is not any overlap with respect to the uses in terms of mood and character, it is recognized that the two areas do feed off one another.

The adjacent uses to Faneuil Hall Marketplace, Harborplace, and the St. Lawrence Market, could be described as very compatible both in terms of the overall mood and character, as well as the economic support one receives from the other. Typically, adjacent facilities include aquariums, parks, restaurants and lounges, hotels, theatres, specialty retail shops, and housing, all of which attract people which interact in a variety of social, cultural, and entertainment situations.

In summary, the usages within the marketplaces, as well as in adjacent areas, play an important role in influencing the success of the facilities.

All of the marketplaces have relied on public funding, either for capital and/or operating costs. The marketplaces have been considered worthy of public funding for the following reasons:

- Governments have recognized the historical significance of several of the marketplaces as retail, social, cultural, and entertainment facilities, which contribute to the overall make-up of the city.

- Most of the marketplace businesses are small owner-operated enterprises--in this regard, small business has been given a financial boost, particularly in terms of being more competitive with larger supermarket chains and department stores.

- In the past decade, several new developments (residential, hotels, commercial space, specialty retail, etc.) have been built in close proximity to the marketplaces--as popular gathering places for people it is not surprising that

adjacent sites have attracted new development. Subsequently, new jobs have been created and the tax base of the cities has increased.

The relative success of most of the marketplaces have relied on the availability of land either owned by governments for sometime or recently acquired land. In all cases, government bodies have eventually had control over the use of the land.

The impact of the marketplaces is often quite similar despite their different geographical locations.

In most cases, the overall impact of the facilities have been very positive. The marketplaces have had the ability to attract people, often in staggering numbers. Because the facilities are generally multi-faceted in terms of the goods, services and physical setting offered, they tend to appeal to people on a variety of levels.

As social, cultural and entertainment centers, the marketplaces have had a very positive impact on cities. The economic impact of such facilities--although rather complex, is also worthy of notice.

A major contribution of the marketplace has been to assist small business whose operators make up the bulk of the marketplace merchants. Public sector assistance has often made it possible for the small business operator to compete with the larger chain-store operators which dominate the retail scene. The marketplaces because of their inherent characeristics, have also tended to attract compatible developments around them. This is perhaps not surprising because most developments depend on use by people and since the marketplaces have been very successful at attracting people, it is understandable for other developments to want to feed off this success. Finally new developments have resulted in the creation of jobs and an increased tax base for the cities.

The resurgence of the marketplaces and in particular the enormous public success of the facilities have, in some instances, put pressure on infrastructure systems--especially traffic and parking. As mentioned in other sections, this situation is or is not a problem, depending on one's perspective. In this regard, it is an issue that needs constant monitoring to determine when in fact it becomes a problem which has a negative impact on the facilities and the downtown city community in general.

4.2 General Conclusions Regarding the Marketplaces Studied

Having reviewed seven marketplace districts certain general trends and conclusions are apparent. Following is a list, outlin-

ing several of the key conclusions derived from analysis of the marketplaces investigated:

- that both inner city and downtown public/festival style marketplaces have enjoyed significant public use and popularity;

- that adjacent compatible developments (residential, additional specialty retail, hotels, public amenity features such as aquariums, science museums, etc.) have often followed the marketplace developments which would suggest that the marketplaces have acted as catalysts for surrounding development;

- that the marketplaces have created jobs in the construction industry and related businesses and professions;

- that the marketplaces have offered an environment for small owner-operated retail entrepreneurs to do business;

- that all of the market places have required varying degrees of funding from the public sector--public assistance has generally been directed towards public improvement and/or land acquisition and subsequent leasing arrangements to a developer;

- that with the exception of Harborplace, the North St. Lawrence Market and a few buildings at South Street Seaport all of the marketplaces have been housed in recycled buildings which pre-date 1950;

- that in most cases, the land and in several cases the buildings have been owned by the public sector;

- that bodies of water either border or are in close proximity to at least five of the marketplaces;

- that tourist patronage is particularly important to the economic viability of Faneuil Hall, Harborplace and South Street Seaport;

- that the marketplaces seem to be perceived as public facilities as opposed to private sector developments; and

- that the marketplace districts have been part of designated historic districts and/or redevelopment areas.

4.3 General Recommendations Regarding the Establishment of a Calgary Festival Marketplace District

Several issues must be addressed when determining the feasibility of establishing a Calgary marketplace district. This subsection deals with issues of design and planning criteria, suggested development strategies, facility management and financial considerations and finally the impact of the facility on the downtown.

4.3.a Planning and Design Recommendations

- The marketplace district should be comparable in standards to facilities such as Granville Island, Harborplace or Faneuil Hall.

- The marketplace development should place a strong emphasis on providing the following retail services:

  - essential fresh foods i.e. produce, fruits, meats, baked goods;
  - high quality, non-chain fast foods and bistro-style restaurants;
  - non-chain specialty retail outlets.

- Neighboring sites should be encouraged by the City for the following types of uses:

  - additional specialty retail shops, i.e. restaurants, book stores, antique shops, non-chain food and clothing stores, dance hall, etc.,
  - hotels,
  - fringe theatre company,
  - aquarium,
  - science and technology center,
  - art college, and
  - artist studios.

- The public sector should be encouraged to contribute to major public improvements (e.g. man-made lagoon) in the area as well as consideration of purchasing some neighboring properties to ensure that future site uses are compatible with the marketplace district.

- The marketplace developer be given the option to recycle any existing buildings or to construct new premises as required. However, the developer should strive to establish a unique identity, different from the typical surburban shopping mall.

4.3.b Development Strategy

- The City of Calgary should select a marketplace site and prepare (using consultants) a comprehensive market district masterplan.

- The City of Calgary should approach the Government of Alberta and the Government of Canada for public improvement and land acquisition financial assistance. Given that the City owned Eau Claire Bus Barns site (See Chapter 5) is deemed to be the most appropriate location for the marketplace, the following scenario for public spending on the project would be as follows:

  - acquisition of the Greyhound Site by the Government of Canada to ensure that its eventual use is compatible with the marketplace (acquisition costs unknown);

  - construction of a man-made lagoon by the Province of Alberta) (*budget approximately one million dollars); and

  - infrastructure, street and pedestrian walkway improvements (City of Calgary).

- The City of Calgary should lease land, and existing recyclable buildings to a private developer (on a long term basis) but a commitment by other levels of government for financial assistance should be in place before proceeding with a "proposal call" from developers.

- The City of Calgary should conduct a two stage proposal call: stage one would consist of interviews and the selection of a short list made up of three teams; stage two would require that the developers and their consultants prepare conceptual design drawings and a financial package to be judged by City of Calgary officials and representative of both the provincial and federal governments.

- The City of Calgary should establish a 7 member Trust to ensure that the marketplace is managed according to the masterplan policy guidelines. The Trust would also be responsible for any new policy decisions affecting the marketplace district. Members of the Trust should be from the three participating levels of government as well as the private sector.

- A plebisite should be called if necessary to ensure public support for the project.

4.3.c Management and Operations

- A private developer would be responsible for the management and operation of the marketplace.

- Given the present political climate it is not considered realistic to suggest that any level of government should be directly involved in the management and operation of the marketplace facility.

- The private developer would be responsible for all improvements to the buildings, leasing of the space to tenants, maintenance and security of the premises.

- The public sector would be responsible for the operation and maintenance of the public improvements i.e. the man-made lagoon, landscaping, street and pedestrian walkway maintenance, etc.

4.3.d Financial Arrangements

- A private developer would not enter into an agreement with the City of Calgary unless there was an opportunity to make a profit from the marketplace operations. Land and building leasing arrangements therefore must be reasonable.*

4.3.e Impact of Facility

It is expected that the most important impact of a downtown marketplace in Calgary would be a step in the direction of turning the downtown into an exciting, vibrant, pedestrian oriented place where people would enjoy spending time. More specifically, it is anticipated that the marketplace would have the following positive impacts:

- Stimulate further compatible development in the downtown and subsequently create jobs and increase the tax base of the city;

* If a developer invests a considerable amount of capital ($25 million) into the project he would want a long term lease on the site and buildings in order to recoup his investment (all Rouse Co. leases for the marketplaces studied have been 75 years or longer);

- Provide a competitive environment for small owner-operated businesses to market their goods;

- Provide jobs for the construction industry and related professions;

- Increase pedestrian traffic flow to other areas of the downtown, i.e. Stephen Avenue Mall;

- Increase the attractiveness of the city and in turn the province to tourists as well as new desirable businesses (as alluded to in the Government of Alberta's recent White Paper).

There will of course be added pressure on the infrastructure requirements in the marketplace district, i.e. parking, street improvements, pedestrian walkways, electrical and sewage services, etc.

5.0 SITE SELECTION RECOMMENDATIONS

Before it is possible to recommend a particular site for the marketplace development it is necessary to first establish broad goals and objectives for such a development. Only when it is clear what is to be achieved by the marketplace development can we determine which site would present the greatest number of positive features should the development proceed.

The site characteristics of other successful marketplaces are considered to be valuable reference guides in terms of making decisions respecting the Calgary situation.

5.1 Primary Goal:

- The main goal is to provide an economically viable downtown development which will be attractive to all Calgarians and visitors. Ultimately this facility should add to the vibrancy and excitement of the downtown thus increasing the 'quality of life' of Calgary and Alberta.

Project Objectives:

- to provide a development which does not put undue pressure on the public purse given the spending priorities of government;
- to provide a facility which is profitable to both the developer and tenants;
- to stimulate compatible development on adjacent sites--i.e. residential, retail, hotel, other public facilities;
- to provide employment opportunities to those groups associated with the construction industry and related professions;
- to provide employment opportunities to the retail industry--specifically small business;
- to increase the tax base of the downtown;
- to increase tourism to the City of Calgary and Alberta; and
- to make Calgary and Alberta a more attractive environment in which to live and conduct business.

5.2 Site Selection Objectives

Based on the experiences of the marketplaces studied and given the goals and objectives of the Calgary facility it is suggested that the 'most desirable' site will have the following characteristics:

- The site should be convenient to the downtown workforce (within a 2 to 5 block distance). Research has indicated that lunch hour patronage by the downtown work force is important to the financial success of the facilities (particularly in Boston and Baltimore). James Rouses gives a very high priority to looking for a location which is "up against (the) downtown".[1]

- The site should be of an adequate area (7-10 acres) to accommodate a facility of similar size to Harborplace and /or Faneuil Hall in order to attract a critical mass of people.

- The site should be in close proximity to other public (within easy walking distance and/or visual contact) amenity features, i.e. parks, water features, aquariums, science museums, zoos, etc. It is recognized that the success of the marketplace improves as the quality and quantity of other 'people attracting' facilities increase in the neighbouring area.

- Buildings on the site should be of historic and architectural interest.

- There should be an opportunity for compatible development on adjacent sites.

- There should be adequate parking to accommodate the projected demand as well as convenient access to rapid transit.

- Vehicular and pedestrian access to the site should be such that it does not discourage people from visiting the facility.

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1 Rouse p. 7

5.3 Site Alternatives and Discussion of Evaluation Criteria

Six sites in downtown Calgary were selected for evaluation on the basis of discussions with City of Calgary officials and potential developers. The author also relied heavily on knowledge gained from studying various other marketplace locations.

Downtown sites which are obviously not economical to develop as marketplace facilities given the perceived land values of the sites have not been addressed as possible alternatives.

Following is a list of the sites to be evaluated:

Site Boundaries:

A. N. Bow River
S. 4th Avenue S.W.
E. Bow River
W. Macleod Trail

B. N. Bow River
S. 2nd and 3rd Avenue S.W.
E. 7th and 8th Streets S.W.
W. Bow River

C. N. 5th Avenue S.W.
S. 6th Avenue S.W.
E. 9th Street S.W.
W. 11th Street S.W.

D. N. 7th Avenue S.E.
S. 9th Avenue S.E.
E. 5th Street S.E.
W. 4th Street S.E.

E. N. 10th Avenue S.E.
S. 11th Avenue S.E.
E. 4th Street S.E.
W. Macleod Trail

F. Eau Claire Bus Barns Site

The evaluation process was intended to be a general overview of the sites concentrating on broad locational issues. To document results a matrix has been used to rate the various sites. The sites are evaluated against one another as opposed to a minimum set standard. Following is a brief discussion of each evaluation criteria:

- Site Area: The marketplace development must be of sufficient size to attract a critical mass of people. Based on the site areas of the marketplaces studied it is recommended that the Calgary marketplace project be developed on a downtown site which is from 7-10 acres.

- Proximity to Downtown Workforce: To ensure that the marketplace development is convenient for downtown office workers, the site should be 'up against' the commercial city core.

- Proximity to Public Amenity Features: It is anticipated that a marketplace project would receive spin-off public use from those people using nearby public amenity features--i.e. parks, museums, aquariums, etc.

- Existence of Usable Buildings: Certain building types lend themselves well to recycling for marketplace purposes. Often these recycled buildings may have historical significance which adds to the 'richness' of the marketplace experience.

- Opportunity for Compatible Adjacent Development: The marketplace projects studied have generally had the ability to attract compatible adjacent developments. In this regard a site where adjacent sites can be developed would be viewed favourably.

- Parking: Availability of nearby, inexpensive parking will be necessary, particularly if the project is to attract suburban users on a daily basis.

- Access: The site must enjoy convenient pedestrian and vehicular access.

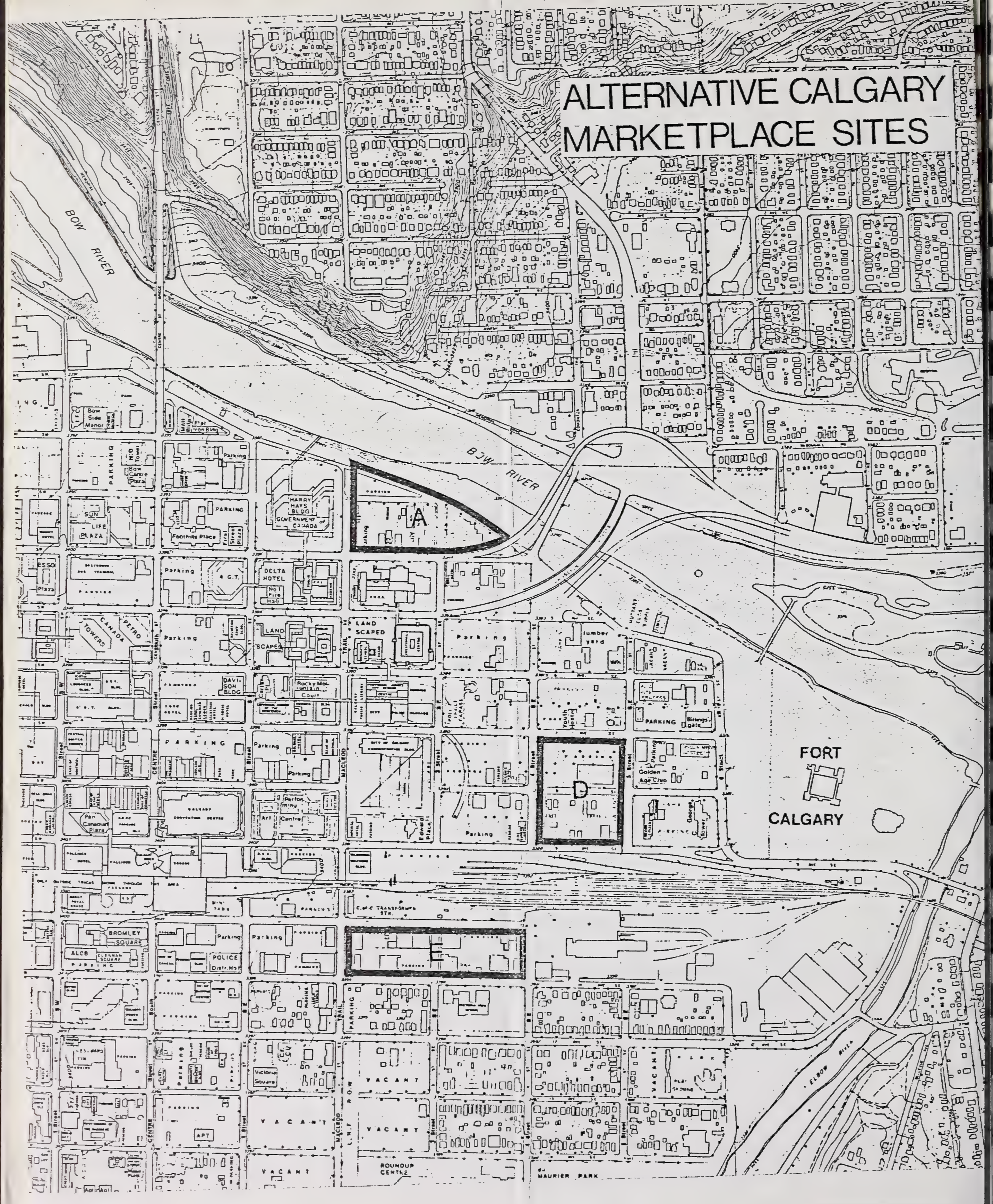
The sites which received the most favourable recommendations are those which the author feels would make the greatest contribution to creating a project which would add to the dynamism, liveliness and beauty of downtown Calgary, even though they may ultimately prove not to be the most practical or easily developed site alternatives. However given the current information available to the author, the sites and the conceptual designs which follow do not appear to be unrealistic (even though ambitious) either economically or politically--at least given what has been done elsewhere on projects of this nature. It is, however, recognized that any or all of the sites and conceptual designs presented could be negated by a single or numerous political, economic or legal constraints. For example the owners of the site reviewed may have other plans for the respective land uses. Similarily where government financial assistance is recommended it is recognized that government spending priorities may not support such involvement. Finally it is recognized that the project depends on an interested developer who would construct (if necessary) the marketplace buildings, manage and operate the facilities given that governments would not likely want to be involved in this process.

EVALUATION CRITERIA

	Site (Boundaries)	Site Area (7-10 acres) Acceptable	Proximity to Downtown Work Force	Proximity to Public Amenity Features	Existence of Usable Buildings	Opportunity For Compatible Adjacent Developments	Parking	Access
A.	N. Bow River S. 4th Avenue S.W. E. Bow River W. Macleod Trail	average (5)	average (5)	good (10)	average (5)	poor (0)	poor (0)	poor (0)
B.	N. Bow River S. 2nd and 3rd Avenue S.W. E. 7th and 8th Streets S.W. W. Bow River	good (10)	average (5)	average (5)	poor (0)	average (5)	average (5)	average (5)
C.	N. 5th Avenue S.W. S. 6th Avenue S.W. E. 9th Street S.W. W. 11th Street S.W.	good (10)	poor (0)	good (10)	poor (0)	average (5)	good (10)	good (10)
D.	N. 7th Avenue S.E. S. 9th Avenue S.E. E. 5th Street S.E. W. 4th Street S.E.	good (10)	poor (0)	poor (0)	poor (0)	average (5)	good (10)	average (5)
E.	N. 10th Avenue S.E. S. 11th Avenue S.E. E. 4th Street S.E. W. Macleod Trail	good (10)	poor (0)	poor (0)	poor (0)	average (5)	good (10)	poor (0)
F.	Eau Claire Bus Barns Site	good (10)	good (10)	good (10)	good (10)	good (10)	good (10)	average (5)

TOTALS:
A 25
B 35
C 45
D 30
E 25
F 65

G-44
PRINCE'S ISLAND
BOW RIVER
BOW
B
C
F
VACANT
PARKING
LANDSCAPED
Condominium
SHELL Tower
WESTIN
ESSO PLAZA
Chevron Plaza
LAVALIN Centre
PARKADE
5th & 5th Bldg.
Sandman Inn
CENTURY GARDENS
NOVA Bldg
PETRO CANADA
Western Canadian Pl
PENNY LANE
CENTURY PLAZA
Dominion
Toronto
CAR LOT
GULF CANADA SQUARE
JOFFRE Place
C.M.H.C.
Canadian Western Centre
Dominion Place
Heritage Plaza
Bank of Commerce
Stanford Court
The ESTATE
Grenfell House
DORCHESTER SQUARE
Mount Royal Village
Grace Manor
Homestead Estates Apt
Premier Place



ALTERNATIVE CALGARY
MARKETPLACE SITES
BOW RIVER
BOW RIVER
A
D
E
FORT
CALGARY
HARRY HAYS BLDG
GOVERNMENT of CANADA
SUN LIFE PLAZA
Foothills Place
ESSO Plaza
DELTA HOTEL
No 1 Fire Hall
PETRO CANADA TOWERS
LAND SCAPED
DAVISON BLDG
Rocky Mountain Court
Youth Hostel
lumber yard
Billingsgate
Golden Age Club
Pan Canadian Plaza
Performing Art Centre
Edward Place
BROMLEY SQUARE
ALCB
POLICE
Victoria Square
VACANT
PARKING
ROUNDUP CENTRE
du MAURIER PARK
APT

5.4 Preliminary Conceptual Designs

The three highest rated sites were selected for initial conceptual design work and further review with respect to the following issues:

- relationship to existing adjacent uses,
- ability to stimulate further compatible developments on adjacent sites,
- preliminary financial viability, and
- impact on the Central Business District and downtown revitalization.

5.4.a Site B

General Overview and Evaluation:

This site is part of both the Eau Claire District and the downtown Commerical Core Zone as indicated in design sketch G-45, p. 126. The waterfront setting complemented by a government funded man-made lagoon would add to the public appeal of the marketplace district. It is expected that the nearby Hillhurst Sunnyside community, to the north of the site, would find the facilities convenient for both weekday and weekend use. Adjacent sites to the east do not lend themselves to extensive development given their present mostly residential use. However the City of Calgary Substation No. 8 site to the south could potentially be developed for use as the media housing site for the upcoming 1988 Olympic Games or possibly a future site for a people attracting facility such as a science and technology center.

Given the state of the adjacent sites the opportunity for the marketplace to stimulate immediately adjacent compatible developments is not significant.

As no suitable buildings exist on the sites for adaptive re-use new buildings would be required with the exception of the existing restaurant in the northwest corner of the site. If the calibre or standards of the buildings were similar to Harborplace capital construction costs would be approximately 25 million dollars (excluding land costs).

It is not anticipated that the marketplace, if located on the specified sites, would contribute much to the revitalization of the city core particularly the Stephen Avenue Mall district. Although it is believed that the marketplace would attract a significant number of people, the location is too far removed from

the heart of the city to provide any direct spin-offs particularly in terms of pedestrian traffic.

Design Sketch Notes:

Following is a list of design features to be reviewed in conjunction with the corresponding preliminary conceptual design sketch:

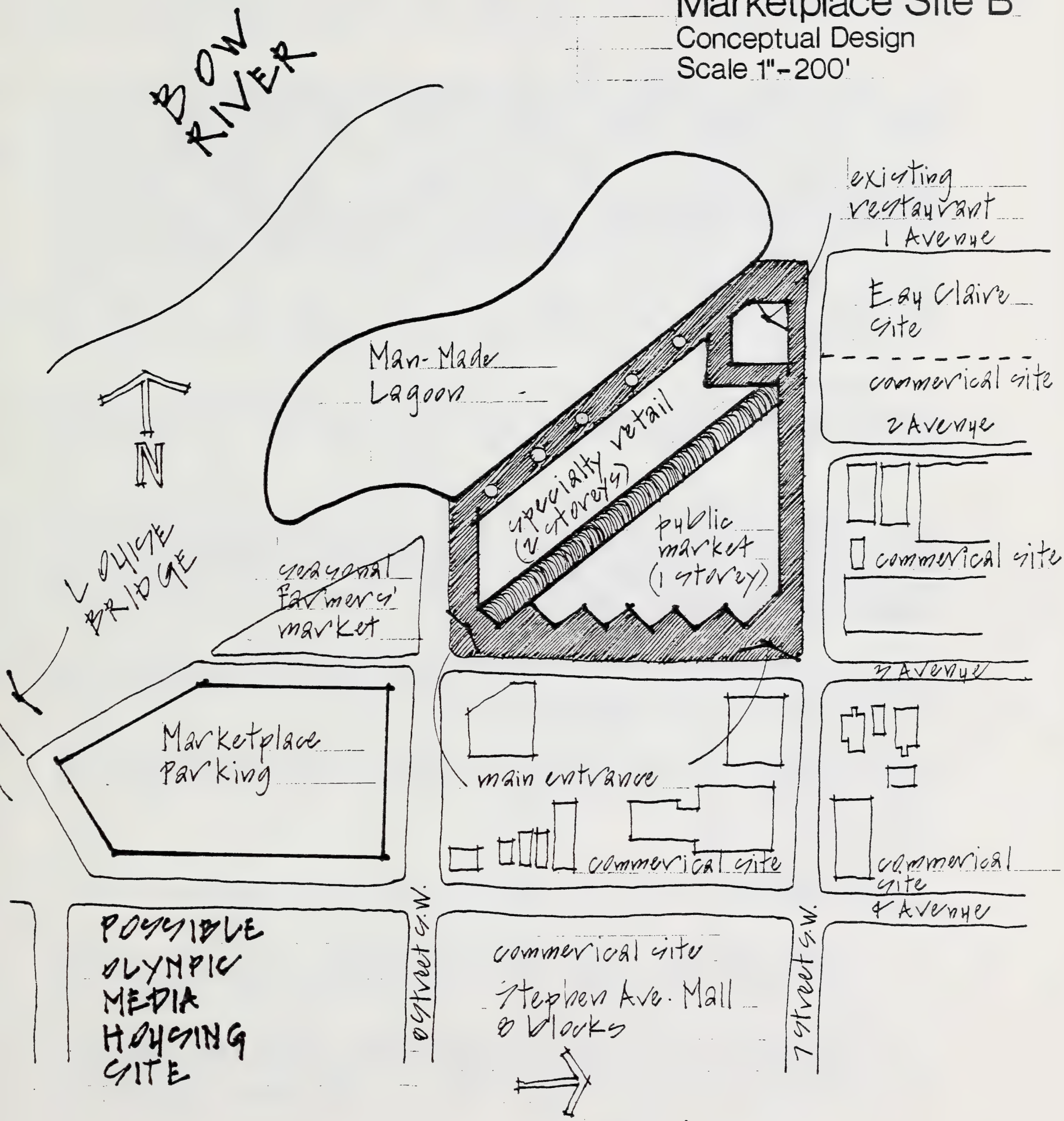
- Surface parking provided to the west of the marketplace buildings would serve best those coming from the northwest and the west because they do not have to first drive past the marketplace to access the parking.

- The public market is situated on the east side of the site to take advantage of the morning sunlight and to provide easy access for the adjacent residential and workforce population.

- The restaurants border the man-made lagoon providing patrons with a pleasant view during all seasons as well as noon and evening sunlight in the market park. A man-made lagoon and various other site improvements (i.e. walkways, decorative street lighting, etc.) would be funded by the various levels of government.

- Although marketplace buildings provide 'protected' environments for the sale of goods during winter months it is possible to use the outdoor promenade areas for merchant stalls during the warmer months.

Marketplace Site B
Conceptual Design
Scale 1"-200'



NOTE!
all marketplace buildings to be new construction

5.4.b Site C

General Overview and Evaluation:

This site is part of the downtown Commercial Core Zone as indicated in design sketch G-46, p. 129. The waterfront setting, nearby Nat Christie Park to the west and the Planetarium all add to the public appeal of the marketplace district. Like Site B the marketplace would be very convenient to Hillhurst Sunnyside residents. Adjacent sites to the east and south lend themselves to compatible development. However with the commercial designation of the sites one would expect high density developments. Both the site to the west of the marketplace parking area as well as the site immediately to the south could potentially be developed for the media housing for the Olympics; or assuming government financial assistance one of many public facilities such as an aquarium or science and technology center.

Given the commercial designation of the adjacent sites, government assistance would probably be necessary if developers were to be encouraged to develop compatible projects on these sites.

As no suitable buildings exist on the sites (a partially completed office building, an older five storey office building and a number of smaller dwellings and office buildings would have to be demolished) new buildings would be required. As with Site B it is roughly estimated that capital building construction costs would be approximately 25 million dollars.

Given the existence of several public amenity features in the immediate area--a man-made lagoon is not considered to be a necessary component of the conceptual plan.

Like Site B, this marketplace location would not contribute significantly to the revitalization of the downtown core which is a major drawback of the location.

Design Sketch Notes:

Following is a list of design features to be reviewed in conjunction with the preliminary conceptual design sketch.

- Surface parking is provided to the south of the marketplace buildings with access off of 5th Avenue, 6th Avenue, 9th Street and 10th Street.

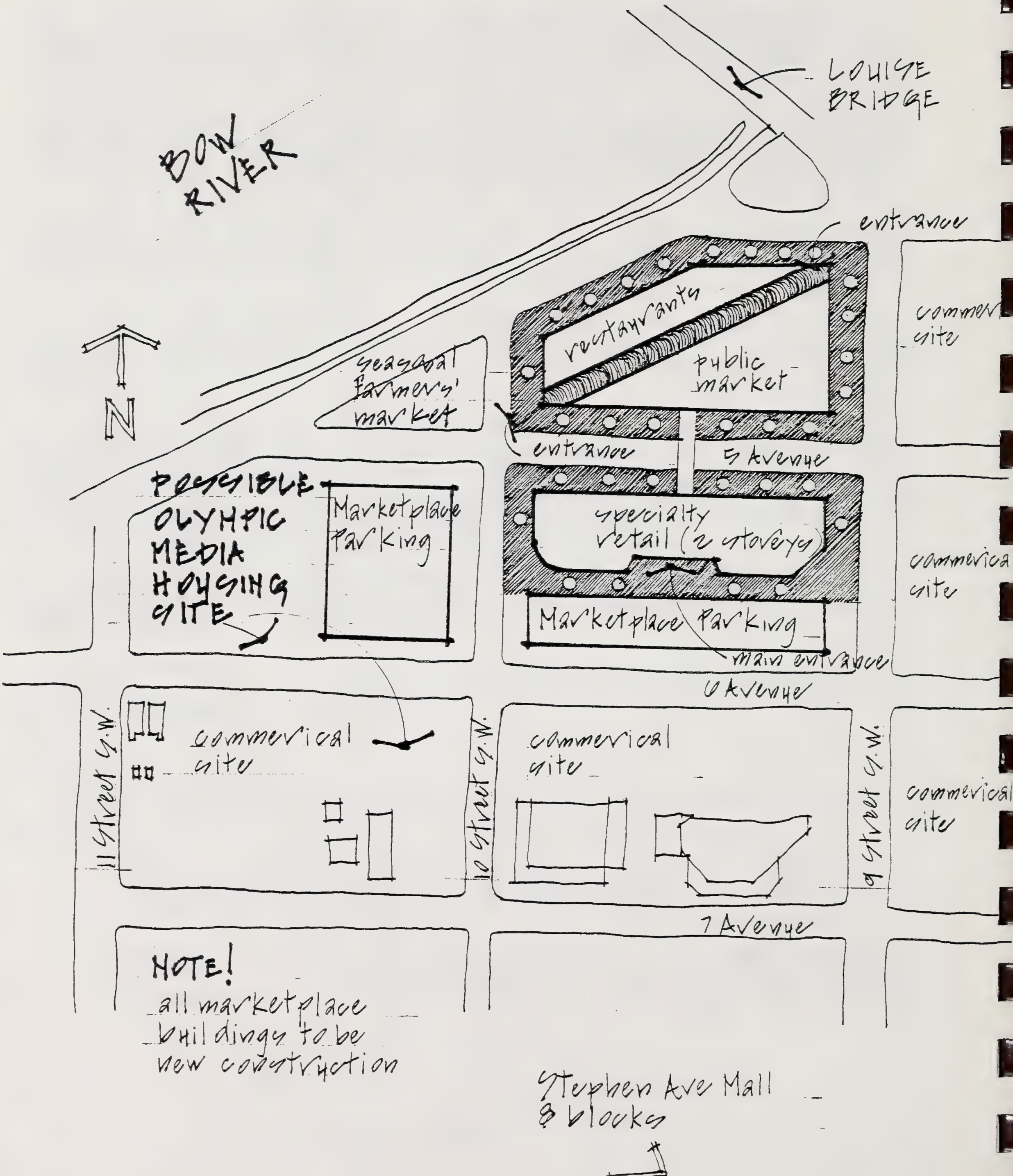
- The public market and the restaurants (both fast food and sit down) are situated adjacent to the Bow River to take advantage of the scenic view. The public market is

oriented to take advantage of the morning sunlight while the restaurants take advantage of afternoon and evening sunlight.

- A pedestrian bridge links the public market to the specialty retail shopping area. This is necessary because 5th Avenue is a busy vehicular route particularly during rush hour.

- Like Conceptual Design B, the landscaped pedestrian walkways surrounding the buildings lend themselves to outdoor use by merchants during the warmer months.

Marketplace Site C
Conceptual Design
Scale 1"-200'



5.4.c Site F

General Overview and Evaluation:

This site is part of the Eau Claire District as indicated in design sketch G-47, p. 133 and was the highest rated location of the six sites reviewed. The close proximity to the Central Business District, the immediately adjacent Prince's Island Park and the availability of potentially suitable buildings for recycling are the key reasons for the selection of this site as the most attractive marketplace location. Adjacent sites particularly to the east and south are available and lend themselves to compatible developments. However, with the commercial designation presently assigned these sites, it is perhaps unrealistic to expect that anything other than highrise office towers would be developed, without government involvement.

The only forseeable exception to office development might be a hotel which would be a welcomed use compatible with the marketplace. It has been pointed out earlier in the study that in the case of Harborplace, several other people-attracting facilities are clustered around the marketplace buildings including an aquarium, a science and technology center, an observation deck at the top of the World Trade Center and the Constellation--a permanently docked 19th century naval ship. There can be no doubt that the above facilities feed off one another in terms of attracting people. For example a tourist family may have the aquarium as a destination point but "on the way" visit Harborplace for lunch.

To increase the appeal of the marketplace district for both the public and potential developers, it has been suggested that a man-made lagoon or pond be located immediately to the west of the site and that the Greyhound site immediately to the east be acquired by the government to insure a compatible future use such as a science and technology center and/or the media housing for the upcoming 1988 Olympic Games. A structure which could initially be used as a media village and later converted to a science and technology center might be contemplated. Certainly the 'legacy' quality associated with the facility would add to the people attracting ability of the marketplace district for both Calgarians and visitors.

The man made lagoon is intended to be a major public amenity feature which would have the ability to attract people during all seasons. Decorative and recreational bodies of water are scarce in Calgary and the surrounding area. However, the water features which do exist appear to be very popular. For example during the winter months the lagoon at Bowness Park serves as a significant recreational skating area--particularly on weekends. Similarly the man-made lakes in Bonavista, Bonaventure and Midnapore have added to the appeal of the surrounding residential areas.

It is relevant to note that bodies of water are in close proximity to five of the seven marketplaces visited.

It is recognized that the above listed recommendations - i.e. provision for a man-made lagoon and acquisition of the Greyhound site would require public funding. Perhaps the overriding principle that would be demonstrated is the spending of public funds to attract direct and indirect private investment. This same principle has been applied to Granville Island and Harborfront.

Assuming that the 3rd Street Mall goes ahead, it is suggested that the marketplace location would provide a significant northerly retail anchor bridging the Eau Claire/Prince's Island district with the Steven Avenue Mall, thus contributing to the growth as opposed to disintegration of the heart of the city.

The existing Bus Barns although no where near as architecturally appealing as the Greek Revival buildings of a Faneuil Hall, do possess certain features such as large wood trusses and high ceilings which suggests they could be recycled as opposed to razed, if recycling costs are economically feasible.

At some point the costs to recycle the buildings may not justify the benefits gained by the historical attributes of the Bus Barns. However, every attempt should be made to use the existing buildings.

James Rouse has commented that when the marketplace is finished it must be a "special place". "If it's just another regional shopping center downtown it will fail."[1] In this regard it is evident that the Bus Barns are significantly different in character and design than a typical shopping center. Given sensitive and imaginative planning and design it is suggested that the Bus Barns could be recycled into appealing marketplace buildings with the added attraction of having a history associated with the buildings.

Design Sketch Notes:

Following is a list of design features to be reviewed in conjunction with the corresponding preliminary conceptual design sketches.

- Enclosed surface parking is available in the existing southerly most Bus Barns buildings. Other marketplace officials have confirmed that patrons prefer surface versus parkade parking. Also the design character and ambiance of the present building (wood trusses and high ceilings) with

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1 Rouse p. 7.

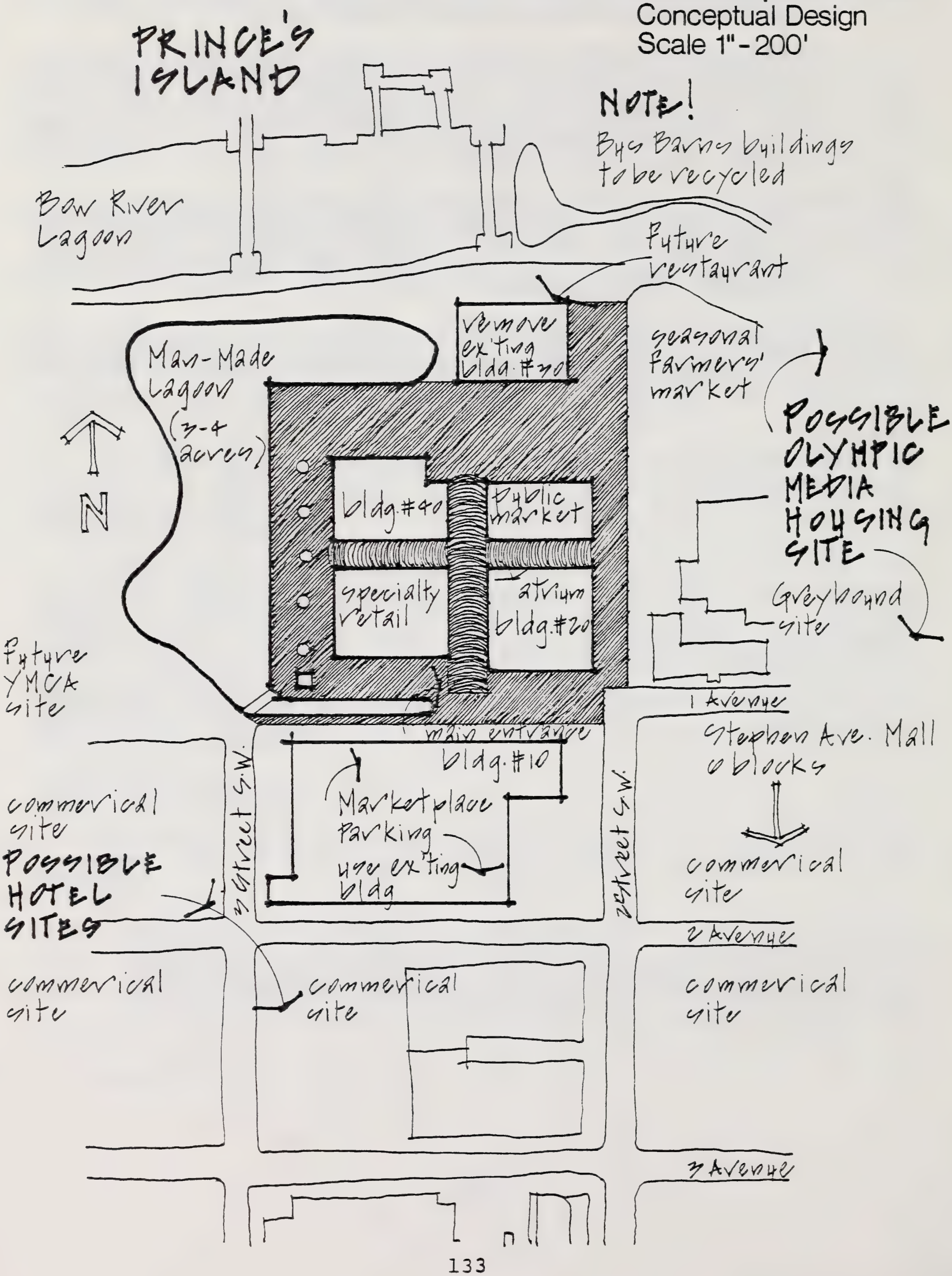
slight modifications could be very compatible with the recycled Bus Barns buildings to the north.

- The public market is situated on the east side of the site to take advantage of the morning sunlight. Particularly with the public markets studied the mornings tend to be more crowded than the afternoons particularly on the week-ends. It would make sense to orient the public market on the east part of the site.

- The restaurants and specialty retail shops on the west side of the site take advantage of the man-made lagoon as well as the noon and evening sunlight. Given the author's current information the city owns the land slated as the proposed lagoon location.

- A brick paver promenade encircling the two northerly marketplace buildings could be used for outdoor retailing during the warmer months.

Marketplace Site F
Conceptual Design
Scale 1"-200'



6.0 SUMMARY/RECOMMENDATIONS

6.1 Introduction

At the outset of the study, it was suggested that despite the many positive features associated with Calgary, there is at present, a noticeable lack of public appeal and consequently use of downtown Calgary (except as a place of work), particularly when compared with several other key North American urban centers.

Given that the above condition is not desirable it is a hypothesis of this study that the establishment of a major downtown marketplace district would help reverse the current situation by substantially enhancing the public appeal of the heart of the city. Analysis of existing marketplace districts and hypotheses concerning the demand for such a development in Calgary suggests that a marketplace district could potentially be very popular to Calgarians and visitors. However, given that the resurgence of marketplace districts, particularly, in the past decade, is a relatively new phenomenon, without a proven track record, it follows that any study can only offer hypotheses or predictions concerning the success of such a facility.

6.2 Recommendations

Following is a list of recommendations concerning the establishment of a Calgary Marketplace District:

- that the city-owned Eau Claire Bus Barns site is the most suitable downtown marketplace location (see G-48, p. 136 and G-49, p. 137);

- that public sector involvement should be considered in at least two key areas:

    * Acquisition of the Greyhound site by the Government of Canada for a future use compatible with the marketplace, such as a science and technology center, '88 Olympic Games media housing, an aquarium, an Alberta Innovation Center, etc.;

    * Construction of a three to four acre man-made lagoon adjacent to the marketplace buildings and funded by the Province of Alberta;

- that a private developer be responsible for building new premises and/or the recycling of the Bus Barns buildings (estimated cost $25 million) and all management and operations of the festival marketplace; and

- that the City of Calgary retain ownership of the Bus Barns land and lease it to a successful developer selected by a "proposal call".

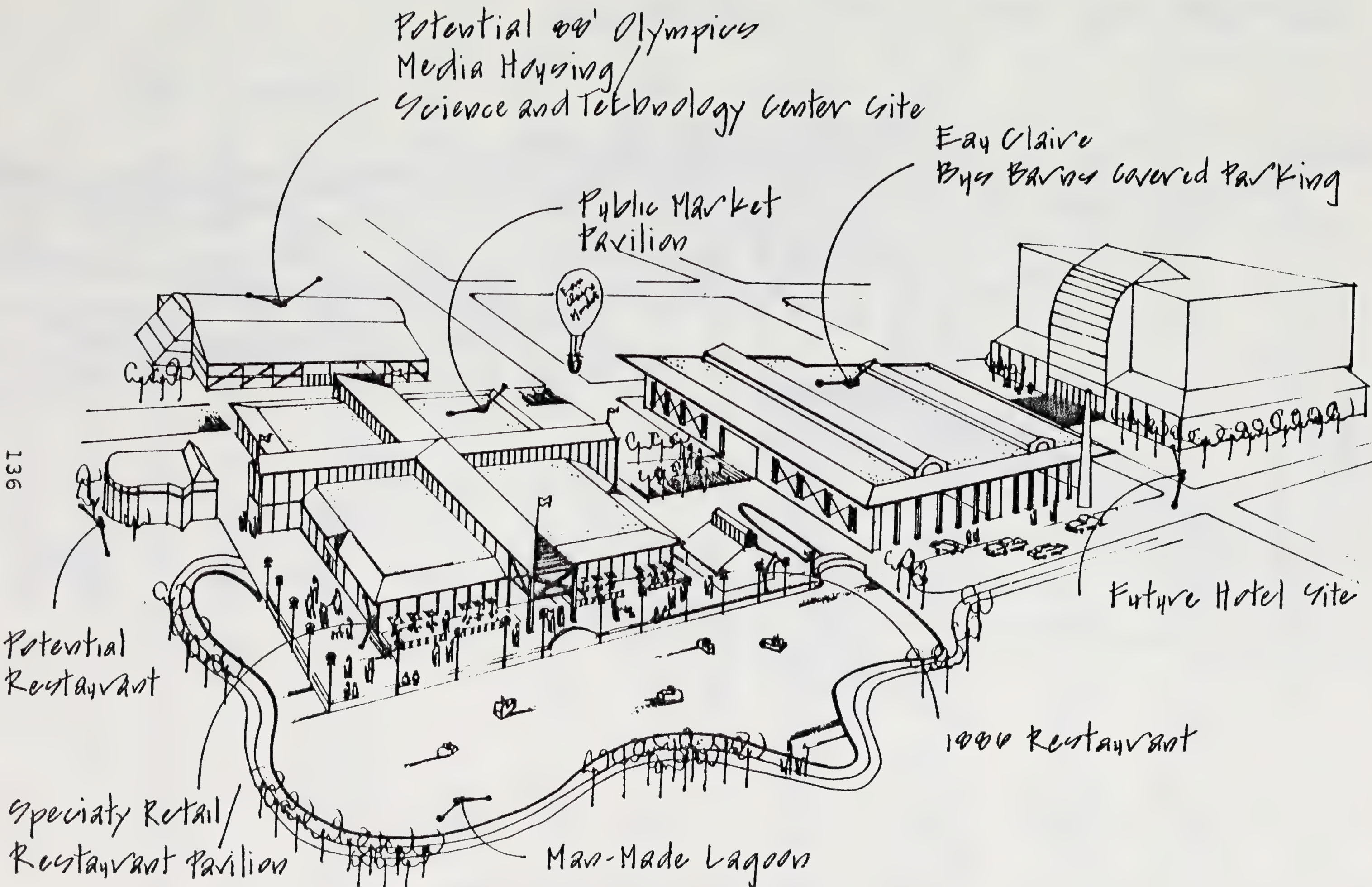
6.3 General Benefits of the Marketplace District

Potential benefits of the project would be as follows:

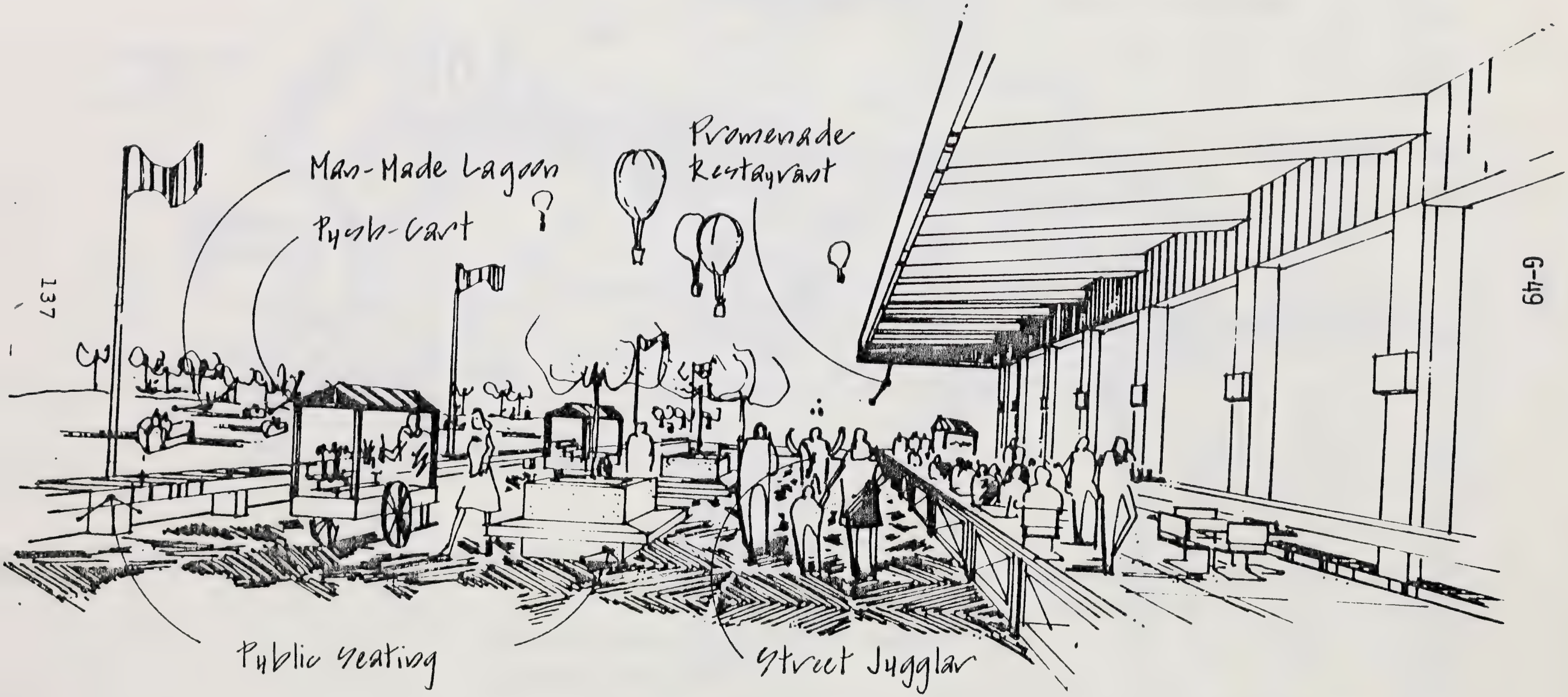
- provide jobs for the construction industry and related professions;
- provide jobs for small owner-operated businesses;
- provide potential stimulation for development on adjacent sites, i.e. residential, hotel, retail, commercial;
- increase tax base of City;
- increase use of the Stephen Avenue Mall retail district; and
- increase the attractiveness of the city to tourists as well as new desirable businesses contemplating relocating or establishing in Calgary.

6.4 Conclusion

In many ways Calgary is a dynamic city with dynamic people in an equally dynamic province. The hard work, perserverence and spirit of Calgarians is evident in several areas be it the business community, the Calgary Stampede or the upcoming 1988 Winter Olympics. A major downtown marketplace district in Calgary would be a fitting and welcomed addition to an already multi-dimensional city.



PROPOSED EAU CLAIRE MARKET DISTRICT
CONCEPTUAL PERSPECTIVE
Stratton 03/85



PROPOSED EAU CLAIRE PROMENADE
CONCEPTUAL PERSPECTIVE
Stratton 03/85

GLOSSARY

Inner City Calgary
Lower Mount Royal and Hillhurst Sunnyside Communities

Downtown Calgary
the Eau Claire District and Commerical Core Zones 1 and 2 as described in the Core Area Policy Brief, City of Calgary - October 1982

Farmers' Market
marketplace selling only producer grown food goods on a seasonal and weekend basis--some arts and crafts goods also available

Public Market
marketplace selling both producer grown food goods as well as non-producer food goods on a daily basis--some fast food and specialty food services--some arts and crafts and specialty items

Festival Market
marketplace selling principally non-essential fast food items as well as specialty retail items (i.e. long distance running shops, sweater shops, etc.) on a daily basis

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